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# Annual **TRAINING PLAN 2017**

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# A Journey
# **SPANNING 34 YEARS...**

In 1983 institute was established by a decision of the Central Bank in the UAE, we started our journey as Emirates banking Training Institute (EBTI) to provide training to banking sector in UAE. In 1997 we changed our name to Emirates Institute for Banking & Financial Studies (EIBFS) and started to offer educational program and become a landmark institution to provide training in Banking & Finance Industry.

EIBFS continued its journey to success by opening its new branch in Abu Dhabi and Dubai. Number for training programs and academic programs increased significantly, added new programs, workshops, conferences, international partnership. Eventually we become the pioneer in the banking & finance training provider. We trained 148,603 participants in 6856 programs out of it 51,253 were UAE nationals.



## **Jamal Ahmed Al Jassmi**
## General Manager

The Emirates Institute for Banking and Financial Studies (EIBFS) has set exemplary standards in the UAE for enriching the credentials of professionals in the banking and financial services sector. Since establishment in 1983, we have delivered over 6,856 programs to more than 148,603 professionals in the sector. Our Annual Training Plan for 2017 is aligned to the new Emirates Nationalization Strategy. In collaboration with leading corporations and stakeholders in the banking and financial services sector, EIBFS will design and deliver training programs for Emirati nationals that empower them to thrive in their careers and rise to executive positions in the organizations they serve.

EIBFS offers a vast array of 9 training categories and will be introducing a Quality Management Category in the 2017 Annual Training Plan. This category will comprise over 570 training programs, representing a stellar %3 increase in training programs in comparison to the 2016 annual training plan. In partnership with accredited associations in the United Kingdom and the United States, EIBFS has integrated a variety of professional development certificate programs.

At EIBFS we work closely with our strategic partners in the banking sector, who help define and determine the sector's training needs, allowing us to produce innovative programs to meet the requirements of our important stakeholders; we will continue to nurture generations of qualified professionals that enter the work stream with the industry intelligence required to fast-track the growth of the dynamic banking and financial services sector amidst the changes that influence its dynamics.

## OUR MISSION

To constantly provide excellentbanking and financial development programs to the satisfaction of our customers.

To contribute effectively to emiratization in the banking and finance sector.

To upgrade and disseminate specialized knowledge in the banking and finance sector.

## OUR VISION

To be a leading institution in providing world-class education and training in banking and finance at local, regional and international level.

## EIBFS VALUES

Professionalism
Integrity
Team spirit
Accountability
Transparency (including openness)
Creativity
Quality service
Lifetime learning
Building success
Embracing Globalization

## OBJECTIVES

To raise the standard of performance of the workforce employed in the banking sector.

To qualify the UAE nationals for successful careers in the banking & financial sector.

To attract UAE nationals who are not employed in banks, train them to apply the concepts and methods of banking, thereby augmenting the existing pool of skilled nationals.

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| 1810 | **Application of Ms. Word - Advanced** 26/04/2017 \| 27/04/2017 13/09/2017 \| 14/09/2017 | 44 |
| 1811 | **Powerful presentation through Technology** 11/10/2017 \| 12/10/2017 | 44 |
| 1812 | **Application of Ms. Excel - Advanced** 12/04/2017 \| 13/04/2017 03/12/2017 \| 04/12/2017 | 44 |


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| 1903 | **Compliance Insights in Banks** 17/05/2017 \| 18/05/2017 17/12/2017 \| 18/12/2017 | 47 |
| 1906 | **Detection of Forgery and Counterfeiting** 26/02/2017 \| 27/02/20177 22/11/2017 \| 23/11/2017 | 47 |
| 1907 | **Financial Crimes in Banks** 17/05/2017 \| 18/05/2017 22/11/2017 \| 23/11/2017 | 47 |
| 1909 | **Liquidity Risk management** 25/10/2017 \| 26/10/2017 | 48 |
| 1910 | **Operational Risk Management** 05/11/2017 \| 06/11/2017 | 48 |
| 1911 | **Risk Management in Banks** 24/04/2017 \| 26/04/2017 12/11/2017 \| 14/11/2017 | 48 |
| 1913 | **Market Risk Management** 01/11/2017 \| 02/11/2017 | 48 |
| 1914 | **Credit Risk Management** 15/03/2017 \| 16/03/2017 26/11/2017 \| 27/11/2017 | 49 |
| 1915 | **Basel Accords Compliance Insights - Basic** 19/02/2017 \| 20/02/2017 | 49 |
| 1916 | **Basel Accords Compliance Insights - Advanced** 29/03/2017 \| 30/03/2017 | 49 |
| 1917 | **Risk Based Audit** 19/03/2017 \| 20/03/2017 03/12/2017 \| 04/12/2017 | 49 |
| 1919 | **Signatute Forgery and Document Screening** 04/04/2017 \| 06/04/2017 26/11/2017 \| 28/11/2017 | 50 |
| 1921 | **Key Risk Indicators in Risk Management** 13/09/2017 \| 14/09/2017 | 50 |
| 1922 | **FATCA rules and regulations** 04/10/2017 \| 05/10/2017 | 50 |
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| 1925 | **Corporate Governance** 02/04/2017 \| 03/04/2017 | 51 |
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| 1109 | **Retail Banking**<br>21/02/2017 \| 22/02/2017<br>29/10/2017 \| 30/10/2017 | 10 |
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| 1112 | **Trade Finance - Advanced**<br>19/03/2017 \| 21/03/2017<br>01/10/2017 \| 03/10/2017 | 11 |
| 1113 | **Trade Finance Documents Examination (ISBP)**<br>16/04/2017 \| 18/04/2017 | 11 |
| 1114 | **SWIFT Messages**<br>26/02/2017 \| 27/02/2017 | 11 |
| 1115 | **Banking Operation - Advanced**<br>07/05/2017 \| 08/05/2017 | 11 |
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| 1117 | **Private Banking**<br>21/05/2017 \| 22/05/2017 | 12 |
| 1118 | **Internal Control Advanced**<br>29/08/2017 \| 30/08/2017 | 12 |
| 1119 | **Accounting for Non-accountants**<br>03/05/2017 \| 04/05/2017 | 12 |
| 1120 | **Card Operations Advanced**<br>29/08/2017 \| 30/08/2017 | 13 |

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| 1203 | **Credit Management**<br>07/03/2017 \| 09/03/2017<br>27/08/2017 \| 29/08/2017 | 15 |
| 1204 | **Financial Statement Analysis - Basic**<br>24/01/2017 \| 26/01/2017<br>30/04/2017 \| 02/05/2017<br>01/10/2017 \| 03/10/2017 | 15 |
| 1205 | **Problem Loan Managment**<br>19/02/2017 \| 21/02/2017<br>24/09/2017 \| 26/09/2017 | 16 |
| 1206 | **Pro ect Financing**<br>02/04/2017 \| 04/04/2017 | 16 |
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| 1211 | **Financial Statements Analysis - Advanced**<br>29/03/2017 \| 30/03/2017<br>08/10/2017 \| 09/10/2017 | 17 |
| 1212 | **SME Finance**<br>05/04/2017 \| 06/04/2017 | 17 |
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| 1215 | **International Financial Reporting Standards (IFRS)**<br>13/08/2017 \| 14/08/2017 | 18 |
| 1216 | **Corporate Banking**<br>14/05/2017 \| 15/05/2017<br>13/09/2017 \| 14/09/2017 | 18 |
| 1217 | **Consumer Credit Cycle**<br>21/05/2017 \| 22/05/2017 | 18 |
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| 1303 | **English for Bankers II**<br>09/04/2017 \| 12/04/2017<br>08/10/2017 \| 11/10/2017 | 21 |
| 1305 | **English Speaking Skills**<br>19/03/2017 \| 21/03/2017<br>21/05/2017 \| 23/05/2017<br>01/10/2017 \| 03/10/2017 | 21 |
| 1306 | **Business Report Writing**<br>12/03/2017 \| 14/03/2017<br>20/08/2017 \| 22/08/2017 | 22 |
| 1308 | **English Course- Entry Level**<br>06/02/2017 \| 01/03/2017<br>04/09/2017 \| 27/09/2017 | 22 |
| 1309 | **English Course-Intermediate Level**<br>13/03/2017 \| 05/04/2017<br>08/10/2017 \| 01/11/2017 | 22 |
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| 1311 | **Financial Report Writing**<br>10/05/2017 \| 11/05/2017 | 23 |

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| 1405 | **Foreign Exchange Basic**<br>05/02/2017 \| 06/02/2017<br>24/09/2017 \| 25/09/2017 | 25 |
| 1406 | **F and Money Markets Advanced**<br>30/04/2017 \| 02/05/2017 | 25 |
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| 1411 | **E uity Market Analysis & aluation**<br>21/03/2017 \| 23/03/2017 | 26 |
| 1412 | **Treasury Management for non-treasury staff**<br>12/04/2017 \| 13/04/2017 | 27 |
| 1416 | **Technical Analysis of Financial Markets**<br>21/05/2017 \| 23/05/2017 | 27 |
| 1418 | **Treasury Operations (Mid-office/Back office)**<br>29/01/2017 \| 31/01/2017 | 27 |

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| 1502 | **Customer Service Excellence**<br>07/03/2017 \| 08/03/2017<br>04/10/2017 \| 05/10/2017 | 29 |
| 1504 | **Customer Relationship Management - Corporate**<br>02/04/2017 \| 03/04/2017<br>18/10/2017 \| 19/10/2017 | 29 |
| 1505 | **Customer Relationship Management - Retail**<br>12/04/2017 \| 13/04/2017<br>15/10/2017 \| 16/10/2017 | 29 |
| 1506 | **Ground Rule & Code of Ethics (GRACE)**<br>16/04/2017 \| 16/04/2017 | 30 |
| 1507 | **Marketing of Financial Services**<br>04/06/2017 \| 05/06/2017 | 30 |
| 1509 | **Business Eti uette**<br>19/02/2017 \| 20/02/2017<br>17/09/2017 \| 18/09/2017 | 30 |
| 1511 | **New Banking Products Development**<br>24/04/2017 \| 25/04/2017 | 30 |
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| 1514 | **Customer Relationship Management - Advanced**<br>29/08/2017 \| 30/08/2017 | 31 |
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| 1606 | **Art of Influence and Persuasion**<br>14/03/2017 \| 15/03/2017 | 34 |
| 1609 | **Stress Management**<br>26/03/2017 \| 26/03/2017 | 34 |
| 1610 | **Team Building**<br>04/06/2017 \| 05/06/2017<br>18/10/2017 \| 19/10/2017 | 34 |
| 1611 | **Time Management**<br>22/01/2017 \| 23/01/2017<br>23/08/2017 \| 24/08/2017 | 34 |
| 1612 | **Emotional Intelligence**<br>11/06/2017 \| 12/06/2017 | 35 |
| 1613 | **Performance Management**<br>24/09/2017 \| 25/09/2017 | 35 |
| 1614 | **Lean six sigma and its application in banking**<br>24/09/2017 \| 26/09/2017<br>26/03/2017 \| 28/03/2017 | 35 |
| 1615 | **Total uality Management (T M)**<br>13/08/2017 \| 15/08/2017 | 35 |
| 1616 | **Training Needs Analysis**<br>18/06/2017 \| 19/06/2017 | 36 |
| 1617 | **Pro ect Management**<br>05/11/2017 \| 07/11/2017 | 36 |
| 1618 | **ROI on Human Capital**<br>04/10/2017 \| 05/10/2017 | 36 |
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| 1903 | **Compliance Insights in Banks**<br>13/09/2017 \| 14/09/2017 | 47 |
| 1906 | **Detection of Forgery and Counterfeiting**<br>19/04/2017 \| 20/04/2017<br>29/08/2017 \| 30/08/2017 | 47 |
| 1907 | **Financial Crimes in Banks**<br>16/08/2017 \| 17/08/2017 | 47 |
| 1909 | **Liquidity Risk management**<br>26/04/2017 \| 27/04/2017 | 48 |
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| 1913 | **Market Risk Management**<br>12/11/2017 \| 13/11/2017 | 48 |
| 1914 | **Credit Risk Management**<br>26/03/2017 \| 27/03/2017<br>21/05/2017 \| 22/05/2017 | 49 |
| 1915 | **Basel Accords Compliance Insights - Basic**<br>26/02/2017 \| 27/02/2017 | 49 |
| 1916 | **Basel Accords Compliance Insights - Advanced**<br>19/11/2017 \| 20/11/2017 | 49 |
| 1917 | **Risk Based Audit**<br>03/05/2017 \| 04/05/2017 | 49 |
| 1919 | **Signatute Forgery and Document Screening**<br>05/11/2017 \| 07/11/2017 | 50 |
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| 1924 | **Stress Testing & Modelling**<br>08/10/2017 \| 09/10/2017 | 51 |
| 1925 | **Corporate Governance - Advanced**<br>01/11/2017 \| 02/11/2017 | 51 |
| 1926 | **Compliance and Risk Management for BOD**<br>15/10/2017 \| 15/10/2017 | 51 |

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| 1003 | **Lean six sigma**<br>26/03/2017 \| 28/03/2017<br>24/09/2017 \| 26/09/2017 | 57 |
| 1004 | **Total Quality Management (TQM)**<br>13/08/2017 \| 15/08/2017 | 57 |

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eibfs



# BANKING SCIENCE& OPERATIONS PROGRAM

Thefocusofthiscategoryistoenhancetheknowledgeof theparticipantsinallaspectsoftheBankingoperations. Thecategoryalsofocusesonbankinglaw,tradefinance, auditandgeneralaspectsofBanking.

# BANKING SCIENCE & OPERATIONS PROGRAM

## Bank Guarantee

Course No:1101

### Overview

Practical course to understand bank guarantees and standby letters of credit – the relevant ICC rules in particular.

### Contents

- Bank guarantees overview (accessory/ non-accessory, direct/ indirect)
- Main types of Guarantees
- The law related to bank guarantees – UAE CTL
- Main issues from practical point of view: Wording, Claims, Extend or Pay claims
- Examination of presentations
- Types of agreements under bank guarantee transaction
- Clauses and format of bank guarantee
- The main features of the revision URDG 758
- Advising of guarantees, Amendments Liability of the Guarantor
- Standby Letters of Credit under ISP98

**Targeted Audience**
Trade finance, credit, corporate, relationship manager, branch manager and audit department.

**Prerequisites**
None

**Duration**
2 Days

**Methodology**
Lectures, Discussion and Case studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 19/02/2017 \| 20/02/2017 | 14/03/2017 \| 15/03/2017 | 24/04/2017 \| 25/04/2017<br>08/10/2017 \| 09/10/2017 | - |

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## Banking Practice and Law in UAE

Course No:1102

### Overview

To help the participants to learn the Banking Practice followed in UAE. Identify the developing regulatory changes.

### Contents

- Structure and functions of commercial Banks in UAE
- Banking Business
- Regulatory Framework and Role of Central Bank
- Laws relating to Banking regulations in UAE
- Regulation of Credit and Contracts Law
- Negotiable Instruments laws
- What is the basis of Banker-Customer Relationships? Focus on Fiduciary Duties
- Discussion of some of the land mark legal cases in UAE
- International Practices and Code of Banking Practice
- Dispute Resolution
- Cyber Law

**Targeted Audience**
Bank officials working in retail, credit, trade finance and general banking operation

**Prerequisites**
None

**Duration**
3 Days

**Methodology**
Lectures, Discussion and Case studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 26/03/2017 \| 28/03/2017<br>08/10/2017 \| 10/10/2017 | 29/01/2017 \| 31/01/2017<br>20/08/2017 \| 22/08/2017 | 22/01/2017 \| 24/01/2017<br>13/08/2017 \| 15/08/2017<br>26/11/2017 \| 28/11/2017 | - |

| Al Ain | RAK |
|---|---|
| 17/09/2017 \| 19/09/2017 | - |

## Economics for Bankers

Course No:1104

### Overview

This program introduces you to the fundamentals of economics useful for bankers with focus on Macroeconomics.

### Contents

- The Economic Problem: Scarce Resources, Unlimited Wants, and Opportunity Costs
- Business Organization and the Business Cycle
- Unemployment and Inflation
- Aggregate Demand and Aggregate Supply
- Expenditures Analysis and Fiscal Policy
- Money and Financial Markets
- Monetary Policy
- Current Economic Environment
- Economic policy problems faced by government: economic growth, budget deficits and debt

**Targeted Audience**
Professionals from corporate banking, credit, treasury, finance and accounting, securities market and others who would like to deepen the knowledge about economic impact on banking

**Prerequisites**
None

**Duration**
2 Days

**Methodology**
Lectures, Exercises, Analyzing Current Events

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 29/03/2017 \| 30/03/2017 | 12/02/2017 \| 13/02/2017 | 14/05/2017 \| 15/05/2017<br>10/09/2017 \| 11/09/2017 | - |

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## Introduction to Banking Products & Operations

Course No:1106

### Overview

Banking Products and Operations places emphasis on the practical and real life scenarios' a banker face. We will be dealing in a number of real life case studies which will provide a greater insights related to the operational role.

### Contents

- Introduction to Banking
- The active and passive products in banking
- The corresponding business process, in particular Check Accounts, Deposits and Payment
- Transactions, Credit and Debit Cards
- Bills (Collection, Purchase, Discount & Negotiation), Negotiable Instruments
- Remittance Products and Trade Products Introduction
- Consumer and Mortgage Loans
- Corporate Finance Basics of Loans
- Laws applicable in Banking - International, Regional and Local Laws
- Financial Crimes and Identity Theft
- Trust Services and Safe Custody
- Risks Involved – dispute resolution in cards
- Ethical issues in financial services

**Targeted Audience**
Bank personnel who have are relatively new to the profession. This program will really help them to build their banking career.

**Prerequisites**
1102 Banking Practice and Law in UAE

**Duration**
2 Days

**Methodology**
Lectures, Discussion and Case studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 07/02/2017 \| 08/02/2017<br>20/08/2017 \| 21/08/2017 | 14/02/2017 \| 15/02/2017<br>17/09/2017 \| 18/09/2017 | 19/04/2017 \| 20/04/2017<br>01/10/2017 \| 02/10/2017 | 22/10/2017 \| 23/10/2017 |

| Al Ain | RAK |
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| 07/11/2017 \| 08/11/2017 | 30/04/2017 \| 01/05/2017 |

# BANKING SCIENCE & OPERATIONS PROGRAM

## Principles of Internal Audit in Banks — Course No:1108

### Overview

To enhance the skills of the participants relating to the audit and control in banks and to highlight the crucial role of auditing as an important element in the management information system.

### Contents

- Introduction to modern risk-based internal audit function
- Reorganization of the audit function through audit teams (credit audit, treasury, trade finance etc.)
- Reconfiguration of the audit universe (i.e. identifying areas to be audited) by grouping, end-toend transaction and product processing cycles
- Implementation of a risk assessment methodology (inherent risk of each auditable unit)
- The prioritization of auditable units (categorization into high, medium and low risk auditable units)
- Developing and implementation of risk-based auditing tools and techniques
- Development of an Audit Charter and Manual (Institute of Internal Auditors and the requirements of the Bank for International Settlements)
- Implications of computerization and data management (System Control)

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Professionals in Internal Audit, Compliance , Credit, Finance department | None | 2 Days | Lectures, group discussions, and case analysis |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 03/09/2017 \| 04/09/2017 | 09/04/2017 \| 10/04/2017 | 28/02/2017 \| 01/03/2017 | - |

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## Retail Banking — Course No:1109

### Overview

To help the participants to learn the Banking Practice followed in UAE. Identify the developing regulatory changes.

### Contents

- Fundamentals of personal and retail banking segments
- KYC and account opening procedures
- Digital Documents
- Importance of Due Diligence
- Operational and management aspects of the segments
- Consumer lending and small business banking
- Credit Card – billing cycle
- Mortgage lending
- Channel marketing
- Market practices and best practices and customer focus
- Mystery Shopping and service standards

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Customer Service officers and officers connected with functional operations | None | 3 Days | Discussion, interactive and presentations |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 05/03/2017 \| 06/03/2017<br>01/10/2017 \| 02/10/2017 | 21/02/2017 \| 22/02/2017<br>29/10/2017 \| 30/10/2017 | 24/04/2017 \| 25/04/2017<br>10/12/2017 \| 11/12/2017 | - |

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| 08/10/2017 \| 09/10/2017 | - |

## Statistics for Bankers — Course No:1110

### Overview

Provide basic knowledge of the subject and familiarity with techniques to use them effectively in the banking and financial work situations. To give statistical and graphical tools that will help and improve the processes in an organization for better decision making and better judgment.

### Contents

- Introduction
- Graphic Representation of Data (Bar Diagram, Histogram, Polygon)
- Measures of Central Tendency (Mean, Median, Quartiles, Mode)
- Measures of Correlation & Regression
- Time Series
- Theory of Probability
- MS Excel (Spreadsheet)

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| All bank staff can attend this course | 1801- Ms Excel – Basic | 2 Days | Lectures, Class Work and Lab exercises |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 03/09/2017 \| 04/09/2017 | 07/02/2017 \| 08/02/2017 | 02/04/2017 \| 03/04/2017 | - |

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## Trade Finance- Basic — Course No:1111

### Overview

This program introduces you to the fundamental principles of Trade. Special emphasis is placed on topics of importance to you as a banker. A strong emphasis is placed on understanding the key elements of customer trade cycle analysis.

### Contents

- Why Trade Finance
- Commercial Contracts and the Use of Inco terms
- Commercial Documents
- The value of Document Title
- Methodology's of Payment ( open trade, advance payment, collection , LC's , BOP)
- Understanding Payment Risk – The Risk Ladder
- Documentary Collections
- Documentary Credits
- Understanding Documentary Credit Process
- Responsibilities of Correspondent Banks in Trade

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Banking professionals who have not attended a formal course in Trade Finance and who wish to move and build a strong career in Trade Finance. | None | 3 Days | Lectures, Exercises and Case Studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 16/04/2017 \| 18/04/2017<br>27/08/2017 \| 29/08/2017 | 22/01/2017 \| 24/01/2017<br>10/09/2017 \| 12/09/2017 | 05/02/2017 \| 07/02/2017<br>07/05/2017 \| 09/05/2017<br>24/09/2017 \| 26/09/2017<br>26/11/2017 \| 28/11/2017 | 22/10/2017 \| 23/10/2017 |

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| 22/10/2017 \| 24/10/2017 | 30/04/2017 \| 01/05/2017 |

# BANKING SCIENCE & OPERATIONS PROGRAM

## Trade Finance-Advanced

Course No:1112

### Overview

This advanced course will provide delegates who are already familiar with or are working in a trade finance environment, with an insight into the more complex trade finance techniques that are becoming more common.

### Contents

- Trade Finance versus 'balance sheet lending'
- Understanding, identifying and managing risk (Importer and Exporter's risk)
- Risk mitigation, management and transfer
- The mechanics and use of: Back to Back L/C structures, Transferable L/Cs, Revolving L/Cs
- The effective use of red and green clause letters of credit
- Standards of checking Documents
- Structuring Finance for the Trader
- International Demand and Contract Guarantees / Bonds Scope and Application
- Different types – Bid, Performance, Advance payment and Retention bonds
- Rules governing guarantees and bonds (Legal jurisdiction and expiry date issues)
- Opportunity spotting
- Standby L/C's (SBLCs)
- Receivables Financing
- Mechanics of Factoring and Invoice Discounting
- Forfeiting – an important adjunct to the TF mechanism
- Role of Credit Insurance and Nightmare scenarios
- Bank Payment Obligation

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| All officers who have attended Trade finance Basic course or Officers with at least 2 years of experience in Trade or Credit departmentsin Banks. | 1111: Trade Finance Basic | 3 Days | Lectures, Discussion and Case studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 30/04/2017 \| 02/05/2017<br>29/10/2017 \| 31/10/2017 | 19/03/2017 \| 21/03/2017<br>01/10/2017 \| 03/10/2017 | 05/03/2017 \| 07/03/2017<br>15/10/2017 \| 17/10/2017<br>12/12/2017 \| 14/12/2017 | - |

| Al Ain | RAK |
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| 19/11/2017 \| 21/11/2017 | - |

## Trade Finance Documents Examination (ISBP)

Course No:1113

### Overview

Understand how the practices articulated in UCP 600 are applied by documentary practitioners. Determine compliance of documents with the terms of letters of credit and the impact of modification or exclusions of provisions of UCP 600 on International Standard Banking Practice.

### Contents

- Preliminary Considerations
- The application and issuance of the credit
- General Principles
- Invoices
- Ocean / Marine Bills of Lading (Covering Port-to Port Shipments)
- Charter Party Bill of Lading
- Multimodal Transport Documents
- Air Transport Documents
- Road, Rail or Inland Waterway Transport Documents
- Insurance Documents
- Certificate of Origin

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Trade finance, Documentary Credit, Audit senior staff who should be familiar with UCP 600 | 1111: Trade Finance Basic | 3 Days | Presentation, discussion, and group cases |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 14/05/2017 \| 16/05/2017<br>22/10/2017 \| 24/10/2017 | 16/04/2017 \| 18/04/2017 | 19/03/2017 \| 21/03/2017<br>19/11/2017 \| 21/11/2017 | - |

| Al Ain | RAK |
|---|---|
| 17/09/2017 \| 19/09/2017 | - |

## SWIFT Messaging

Course No:1114

### Overview

This course will give you an overview of SWIFT, its basics, its message standards and its main products and services. It also provides you Understand SWIFT Messaging Standards and become aware about SWIFT for Corporations and other recent developments and Innovation from SWIFT.

### Contents

- Banking Ecosystem – Environmental Landscape
- Overview of SWIFT
- SWIFT Standards
- SWIFT Currency Codes
- SWIFTNet
- International Payments using SWIFT (Serial method, Cover method, Third party payments via SWIFT, Concentrating funds via SWIFT)
- Multi-bank reporting via SWIFT
- Corporate access to SWIFTNet (TRCO, MA-CUG, multiple banks' MA-CUGs, SCORE)
- Recent developments and Innovation from SWIFT

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Current and New users who need a general overview of SWIFT Message Standards and types | None | 2 Days | Lectures, Discussions, and Exercises |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 09/04/2017 \| 10/04/2017 | 26/02/2017 \| 27/02/2017 | 17/09/2017 \| 18/09/2017 | - |

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## Banking Operation – Advanced

Course No:1115

### Overview

This course will train participants on all aspects banking operations including Treasury, Lending and Trade Finance Operations. They will also be able to necessitate the need for internal controls.

### Contents

- Banking Regulations
- General Banking Operations-A brief Introduction
- Lending Operations
- Trade Finance Operations
- Capital Market & Treasury Operations
- E-Banking including ATMs
- Internal Controls over Operations/Control of frauds
- Ethics and Best Practices

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Two years banking experience | 1106: Introduction to Banking Products & Operations | 3 Days | Methodology-Lectures, Case Studies, Group discussions |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 02/04/2017 \| 03/04/2017<br>06/12/2017 \| 07/12/2017 | 07/05/2017 \| 08/05/2017 | 03/05/2017 \| 04/05/2017<br>29/08/2017 \| 30/08/2017 | - |

| Al Ain | RAK |
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| 12/11/2017 \| 13/11/2017 | - |

# BANKING SCIENCE & OPERATIONS PROGRAM

## Cash Management — Course No:1116

### Overview
The course will provide a basic understanding of the need for cash management and solutions offered by the banks.

### Contents
- Introduction to cash management
- Link between cash management and working capital/current ratio
- Payments management
  - o Types of payment
  - o Cost of these payments
  - o Improving the payment process
- Collections management
  - o Types of collection
  - o Cost of collections
  - o Improving the collection process
- Solutions provided by banks

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Participation Requirements: banking professionals working in corporate banking, any banker who wants to understand cash management business | None | 1 Days | Lectures, Discussion and Case studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 22/10/2017 \| 22/10/2017 | 07/05/2017 \| 07/05/2017 | 14/03/2017 \| 14/03/2017 | - |

| Al Ain | RAK |
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## Private Banking — Course No:1117

### Overview
The course aims to assist participants to design a successful private banking strategy to maximize profitability, implement innovative marketing techniques to win new business and defend an existing client base, use creative asset management products and services to meet specific client demands and formulate innovative asset planning services to benefit both the client and the bank.

### Contents
- Design a successful private banking strategy to maximize profitability
- Implement innovative marketing techniques to win new business and defend an existing client base.
- Various types of asset management products including Sharia' compliant products
- Use creative asset management products and services to meet specific client demands
- Trust and Waqf creation, off-Shore accounts and tax implications

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Professionals and bankers in the areas of private banking, wealth management, relationship management, investment management, trust management, department heads etc. | None | 2 Days | Presentation, lively discussions, real-life case studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 12/11/2017 \| 13/11/2017 | 21/05/2017 \| 22/05/2017 | 20/02/2017 \| 21/02/2017 | - |

| Al Ain | RAK |
|---|---|
| 08/10/2017 \| 09/10/2017 | - |

## Internal Control – Advanced — Course No:1118

### Overview
This Course has been designed to update participants about the latest developments in the sphere of Internal Controls, which are rapidly evolving in response to changing risks and regulations. A system of effective internal controls is a critical component of bank management and a foundation for the safe and sound operation of banking organizations. Participants will learn about the essential elements of a sound internal control system.

### Contents
- What are Internal Controls
- Objectives of Internal Controls & Nature of Controls
- Principles of Internal Control
- COSO –Framework of Internal Controls
- Control Activities & Segregation od Duties
- Basel Rules for Internal Control System
- Evaluation of Internal Controls
- Role of External Auditors

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Risk Professionals, Internal Audit Personnel, Internal Control Executives, Compliance Staff, Credit Admin Staff, Mid-Office staff. | 1801- Ms Excel – Basic | 2 Days | Lecture, Discussion and Case Studies. |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 12/11/2017 \| 13/11/2017 | 29/08/2017 \| 30/08/2017 | 04/04/2017 \| 05/04/2017 | - |

| Al Ain | RAK |
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## Accounting for Non-accountants — Course No:1119

### Overview
Accounting is the language of business. A basic understanding of accounting is a must for all aspiring managers. This course introduces participants to accounting principles, double entry book-keeping and the construction of financial entries from accounting transactions.

### Contents
- Introduction to accounting and financial statements
- Double entry accounting
- Accounting Assumptions and Principles
- Introduction to IFRS
- Balance Sheet
- Profit and Loss
- Cash flow Statements

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| This is for those who are from a non-accounting background with minimum of 2 years experience | None | 2 Days | Lecture, Discussion and Case Studies. |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 26/02/2017-27/02/2017 | 03/05/2017 \| 04/05/2017 | 05/11/2017 \| 06/11/2017 | - |

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# BANKING SCIENCE & OPERATIONS PROGRAM

**Card Operations – Advanced** Course No:1120

**Overview**

This course covers all operational areas of Card Operations. The Course examines the critical success factors including security aspects of the card payment industry.

**Contents**

- Card Issuer Operations-Third party Providers
- Acquirer Operations
- Card Schemes
- Scheme Interfaces
- Acceptance, Chargebacks and Disputes
- Frauds and Risk Management
- Certifications-EMV & PCI-DSS
- Product Enhancements

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Officials from Card Operations, Retail Banking and Operational Risk and Internal Audit | 1106 Introduction to Banking Products & Operations | 2 Days | Lectures, Discussion and Case studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 12/03/2017 \| 13/03/2017 | 23/08/2017 \| 24/08/2017 | 15/11/2017 \| 16/11/2017 | - |

| Al Ain | RAK |
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| - | - |

Credit Management, Corporate Banking and Project Finance Programs

eibfs



# CREDITMANAGEMENT, CORPORATEBANKING ANDPROJECTFINANCE PROGRAMS

Thiscategoryaimsatdevelopingtheanalyticalskillsetsof theparticipantsinthevariousaspectsofCredit.Thefocus ofthiscategoryisontheassessingthecreditworthiness ofborrowersusingtoolslikefinancialstatementanalysis andotherappraisaltechniques.Theothersareasoffocus includeProjectfinancing,syndications,realestatefinanc - ing,SMEfinancingetc.

# CREDIT MANAGEMENT, CORPORATE BANKING AND PROJECT FINANCE PROGRAMS

## Basic Financial Calculations — Course No:1201

### Overview
This course provides a hands-on introduction to basic financial mathematics and the use of financial calculators. Participants will learn about time value of money and discounted cash-flow principles. Financial market participants who are unsure of their financial math skills will find this course useful.

### Contents
- The time value of money
- Financial calculators and using them
- Interest/ Return calculations
- Mortgage, asset valuation
- Bond valuation
- Cash flow analysis and calculations

**Targeted Audience**
Retail and corporate staff with basic knowledge of accounting and mathematics.

**Prerequisites**
None

**Duration**
3 Days

**Methodology**
Presentation, lecture, illustration, exercise and case studies.

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 20/08/2017 \| 22/08/2017 | 12/03/2017 \| 14/03/2017 | 29/01/2017 \| 31/01/2017<br>14/05/2017 \| 16/05/2017 | - |

| Al Ain | RAK |
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## Credit Appraisal Techniques — Course No:1202

### Overview
Credit Appraisal remains one of most critical functions of any bank. This course will give the participants a good grounding in the basics of credit analysis and business evaluation. Participants can hone their skills of going behind the financial statements and detecting inconsistencies, if any. Participants will develop the necessary skill to match credit facilities to the needs of borrowers and mitigate risks through documentation, covenants and collateral security.

### Contents
- Basic principles of bank credit
- Credit risk analysis through ratios and cash flow analysis
- Univariate and Multivariate analysis
- Forecasting financials and sensitivity analysis
- Importance of Site Inspections
- Credit scoring
- Credit rating
- Cash flow lending
- Evaluation of working capital and term loans
- Ensuring proper use of bank facilities
- Structuring of facilities

**Targeted Audience**
Commercial loan officers with at least 6 Months experience in the commercial credit department who wish to enhance their knowledge about credit appraisal techniques

**Prerequisites**
1204: Financial Statements Analysis - Basic

**Duration**
3 Days

**Methodology**
Lectures, exercises, and case studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 21/02/2017 \| 23/02/2017<br>15/10/2017 \| 17/10/2017 | 03/09/2017 \| 05/09/2017<br>05/03/2017 \| 07/03/2017 | 18/04/2017 \| 20/04/2017<br>20/08/2017 \| 22/08/2017 | - |

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## Credit Management — Course No:1203

### Overview
The objective of this course is to provide participants with adequate knowledge about the management of Credit in banks. Participants will learn about the importance of Credit culture and its impact on the credit process. Participants will learn about administration of loans, post-sanction follow-up of loans and the process of securing collateral. Participants will be able to appreciate the portfolio approach to credit management.

### Contents
- Overview of Credit Management
- Regulatory Framework and Prudential Norms
- Credit Policy in Banks
- Documentation and types of security
- Credit Evaluation: Term Loans & Working Capital
- Credit Monitoring
- Follow up and Recovery Management

**Targeted Audience**
Executives from corporate banking

**Prerequisites**
1202: Credit analysis Techniques

**Duration**
3 Days

**Methodology**
Lectures, discussion and case studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 26/02/2017 \| 28/02/2017<br>05/11/2017 \| 07/11/2017 | 07/03/2017 \| 09/03/2017<br>27/08/2017 \| 29/08/2017 | 15/10/2017 \| 17/10/2017 | - |

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## Financial Statement Analysis Basic — Course No:1204

### Overview
The course on financial statement analysis provides participants with a fundamental understanding of accounting principles, concepts, conventions, and key characteristics of accounting information. Participants will be able to learn about the various types of financial statements and their importance. They will learn the use of various analytical tools like ratio analysis and common-size statements and distinguish between cash flows and profits and identify the different types of cash flows. They will be able to identify the key line items on the financials and their interrelationships.

### Contents
- Overview of the purpose and structure of financial statements
- Important accounting principles, concepts, conventions and characteristics of accounting information
- Reading and understanding the balance sheet and income statement
- Trend analysis / common size statements
- Ratio analysis
- Cash flows

**Targeted Audience**
Lending personnel or management trainees with a basic knowledge of accounting. - Junior Commercial loan officers

**Prerequisites**
None

**Duration**
3 Days

**Methodology**
Lectures, illustrations, exercises, and case Studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 09/04/2017 \| 11/04/2017<br>10/09/2017 \| 12/09/2017 | 24/01/2017 \| 26/01/2017<br>30/04/2017 \| 02/05/2017<br>01/10/2017 \| 03/10/2017 | 12/02/2017 \| 14/02/2017<br>13/08/2017 \| 15/08/2017<br>22/10/2017 \| 24/10/2017 | 24/04/2017 \| 26/04/2017 |

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| 21/05/2017 \| 23/05/2017 | - |

# CREDIT MANAGEMENT, CORPORATE BANKING AND PROJECT FINANCE PROGRAMS

## Problem Loan Management

Course No:1205

### Overview

This course will enable participants to identify the early warning signals of problem loans. Participants will be able to recognize the causes of business failure and operating losses. They will be able to develop a concrete set of procedures once a problem loan has been identified. Participants will explore options for resolving problem loans including workout, outplacement and liquidation.

### Contents

- Causes of Problem Loans and Costs
- Identification of Problem Loans and Measuring Delinquency-Regulatory guidelines
- Controlling Problem Loans
- Analysis of the Remedial Actions
- Strategy for Loan Recovery
- Mandate for Loan Recovery and Legal mechanisms
- Execution of Loan Recovery and System for Monitoring

**Targeted Audience**
Commercial lending officers with a good understanding of credit analysis.

**Prerequisites**
1202: Credit Appraisal Techniques

**Duration**
3 Days

**Methodology**
Lectures, discussions, and case studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 05/03/2017 \| 07/03/2017<br>25/10/2017 \| 27/10/2017 | 19/02/2017 \| 21/02/2017<br>24/09/2017 \| 26/09/2017 | 17/09/2017 \| 19/09/2017 | - |

| Al Ain | RAK |
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| - | - |

## Project Finance

Course No:1206

### Overview

The course will provide participants with an overview of the core principles of project finance. Participants will gain a greater insight into Project Risks and grasp the crucial factors and techniques used in structuring project financings. Participants will be able to understand the essential credit issues in appraising project finance proposals.

### Contents

- Fundamentals and Rationale of Project Financing
- Analysis of Project Viability and Risk Management (Cash flow projection & IRR)
- Security Arrangements and Legal Structure
- Role of Credit Ratings and Project Evaluation
- Ownership and Financial Structuring
- Legal Documentation and Funding Sources
- The Lenders perspective
- Sponsors Perspective

**Targeted Audience**
People working in corporate banking and credit department

**Prerequisites**
1202: Credit Appraisal Techniques
1211: Financial Statements Analysis Advanced

**Duration**
3 Days

**Methodology**
Lectures, exercises, discussions

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 05/02/2017 \| 07/02/2017<br>27/08/2017 \| 29/08/2017 | 02/04/2017 \| 04/04/2017 | 30/04/2017 \| 02/05/2017<br>01/10/2017 \| 03/10/2017 | - |

| Al Ain | RAK |
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## Real Estate & Contracting Finance

Course No:1207

### Overview

This course is an introduction to the basic concepts and tools used by real estate professionalsto analyze the financial feasibility of real estate developments. Participants will be able to analyze the risk and returns of investing in property. They will understand the relative advantages of debt and equity financing structures and the relevance of property cash flows.

### Contents

- UAE market analysis & feasibility
- Developer finance
- Contracting finance
- Intro on Contracting through master developers & sub-contractors
- Feasibility due diligence
- Cash flow forecasting
- Project costing, Leverage, Capitalisation, Potential & Effective Gross income
- Rental Yield calculation
- Financing Phases
- Sources of financing
- Real estate appraisal approaches

**Targeted Audience**
Professionals in corporate banking, credit, Real estate finance, contracting finance and other related departments

**Prerequisites**
1202: Credit Appraisal Techniques

**Duration**
3 Days

**Methodology**
Case studies, presentation and interactive discussions

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 14/03/2017 \| 16/03/2017 | 24/04/2017 \| 26/04/2017 | 01/10/2017 \| 03/10/2017 | - |

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## Syndicated Loans

Course No:1209

### Overview

This course aims at providing participants with knowledge of organizing and participating in syndicated loans. This course highlights the legal issues in a syndicated loan and provides an insight into the nature of documents and covenants. Participants will understand the roles of various participants in structuring a transaction and how to price a syndicated loan.

### Contents

- Characteristics of Loan Syndication
- Advantages and disadvantages to borrowers and banks
- Identifying strategies for syndicate participants and their roles
- Significant titles in Syndicate facilities
- Types of syndicated facilities
- Risk sharing
- The syndication sales cycle and principal milestones
- Analyzing principal elements of the pricing structure
- Reviewing pricing strategies and the trade-off between price and structure
- Loan agreements/documentation in syndication
- Evaluating how to negotiate the best deal
- Transfer mode in Secondary market

**Targeted Audience**
Professionals in corporate banking, syndications, GRE lending. Project financing, credit

**Prerequisites**
1206: Project Finance

**Duration**
2 Days

**Methodology**
Lecture and case studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 21/05/2017 \| 22/05/2017 | 19/03/2017 \| 20/03/2017 | 03/09/2017 \| 04/09/2017 | - |

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# CREDIT MANAGEMENT, CORPORATE BANKING AND PROJECT FINANCE PROGRAMS

## Working Capital Finance

Course No:1210

### Overview

This course will enable the participants to understand the various components of operating cycle. The participants will learn to link the financing structures with the stages of the operating cycle. They will able to identify the merits of appropriate funded and non-funded instruments required for working capital finance.

### Contents

- Working capital cycle.
- Various components affecting working capital cycle
- Various products for working capital financing
- Structuring of the required facilities
- Precautions to be taken in working capital assessment
- Supervision & follow up for efficient utilization of working capital finance.

**Targeted Audience**
Executives in corporate banking, credit, SME

**Prerequisites**
1204 Financial Statement Analysis – Basic

**Duration**
2 Days

**Methodology**
Lecture, illustrations and case studies.

**Sharjah**
17/09/2017 | 18/09/2017

**Abu Dhabi**
21/03/2017 | 22/03/2017

**Dubai**
24/04/2017 | 25/04/2017

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## Financial Statements Analysis Advanced

Course No:1211

### Overview

This Course will enable participants to identify balance sheet strengths, weaknesses & inconsistencies if any. The participants will also be able to gauge the quality of earnings. They will learn the used of advanced analytical tools and glean information from notes to accounts. Participants will perform simple credit analysis and industry analysis. They should be able to identify signals that indicate fraudulent reporting

### Contents

- Overview of Credit Analysis and Industry analysis
- Linkage to the financial statements
- Review of Balance sheet, Income statement and Cash Flow Statement
- Identifying red flags in in financial statements
- Disclosures and audit report analysis
- Horizontal and Vertical analysis
- Ratio analyses/Du Pont model
- Cash flow analysis

**Targeted Audience**
Professionals in corporate banking, credit, SME and other related departments

**Prerequisites**
1204: Financial Statements Analysis-Basic

**Duration**
2 Days

**Methodology**
Case studies, presentation & interactive discussions

**Sharjah**
24/09/2017 | 25/09/2017
07/11/2017 | 08/11/2017

**Abu Dhabi**
29/03/2017 | 30/03/2017
08/10/2017 | 09/10/2017

**Dubai**
26/02/2017 | 27/02/2017
21/05/2017 | 22/05/2017
06/12/2017 | 07/12/2017

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## SME FINANCE

Course No:1212

### Overview

The basic objective of this program is to understand and analyze the SME Finance market in UAE. The program analyzes the characteristics of SME market in UAE and an overview on the credit appraisal techniques for SMEs.

### Contents

- Overview about SME Finance
- SME market in UAE
- Challenges faced by Banks in SME Lending
- Promoter risk & Industry Risk Analysis
- Financial Risk analysis for SMEs
- Working capital limit assessment for SMEs
- Identifying warning signals & red flags

**Targeted Audience**
Intermediate level: Relationship managers, credit and other related departments

**Prerequisites**
Financial Statement Analysis- Basic

**Duration**
2 Days

**Methodology**
Lectures, discussion and case studies

**Sharjah**
07/05/2017 | 08/05/2017
26/11/2017 | 27/11/2017

**Abu Dhabi**
05/04/2017 | 06/04/2017

**Dubai**
19/02/2017 | 20/02/2017
03/09/2017 | 04/09/2017

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## Corporate Credit Analysis

Course No:1214

### Overview

Participants use a highly structured approach to analyze credit and structure the loan. Suitable for Corporate Credit Personnel

### Contents

- Introduction- The Goals and Nature of Credit Analysis
- Fundamentals of Financial Analysis
- Fundamentals of Credit Analysis
- Cash Flow Forecasting
- Risk and Loan Structuring
- Loan pricing – RAROC
- Intro to Project Finance and Syndications

**Targeted Audience**
Professionals from credit, Corporate banking and other related departments

**Prerequisites**
1204: Financial Statements Analysis Basic

**Duration**
2 Days

**Methodology**
Lectures, videos, Group Discussions

**Sharjah**
10/05/2017 | 11/05/2017

**Abu Dhabi**
29/08/2017 | 30/08/2017

**Dubai**
19/11/2017 | 20/11/2017

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# CREDIT MANAGEMENT, CORPORATE BANKING AND PROJECT FINANCE PROGRAMS

## International Financial Reporting Standards — Course No:1215

### Overview

The basic objective of this program is to introduce the key standards under IFRS and International Accounting Standards to the Banking professionals especially in Credit. The course will focus on the IFRS guidelines regarding presentation of financial statements, specialized areas like construction contracts, consolidated financials etc which is critical for a Banker.

### Contents

- Overview of IFRS and the International Accounting Standards
- IAS-1 - Presentation of Financial Statements – Structure, Classification of Balance sheet, Comprehensive Income
- IAS-2 - Treatment of Inventory
- IAS-7 : Statement of Cash flows
- Overview on IFRS-10 : Consolidated Financial Statements
- Overview on IAS- 11 & IFRS-15 : Construction Contracts
- Overview on IAS 39 & IFRS -9 : - Financial instruments : Recognition and Measurement – An overview
- Non-Financial Assets & Non-financial liabilities

**Targeted Audience**
Senior Managers from finance and accounting, credit, treasury, internal control department of banks and regulatory bodies like central bank and the ministry of economy and commerce.

**Prerequisites**
1211 Financial Statement Analysis-Advanced

**Duration**
2 Days

**Methodology**
Lecture, Discussion, Case studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 08/10/2017 \| 09/10/2017 | 13/08/2017 \| 14/08/2017 | 02/04/2017 \| 03/04/2017 | - |

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## Corporate Banking — Course No:1216

### Overview

This is a comprehensive strategic management course for senior banking executives that will assist them to understand the success factors of corporate banking, how to use the planning process to set goals, control costs and to increase the profitability of clients and sales channels.

### Contents

- Corporate banking strategy
- Identify the major risk factors in corporate banking
- Corporate Credit Analysis
- Corporate Banking products
- Risk adjusted pricing under Basel II
- Debt market instruments for corporates

**Targeted Audience**
Professionals in Corporate Banking, Relationship Managers and, Credit Managers, Corporate Debt Advisers and other banking professionals who need to understand corporate banking operations.

**Prerequisites**
1914: Credit Risk Management

**Duration**
2 Days

**Methodology**
The program is highly interactive, making extensive use of case studies, exercises and group discussions as well as presentations by the Course Instructor.

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 26/02/2017 \| 27/02/2017<br>12/11/2017 \| 13/11/2017 | 14/05/2017 \| 15/05/2017<br>13/09/2017 \| 14/09/2017 | 09/04/2017 \| 10/04/2017<br>18/10/2017 \| 19/10/2017 | - |

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## Consumer Credit Cycle — Course No:1217

### Overview

The basic objective of this program is to understand and analyze the Consumer Lending market in UAE.

The program focus will be on the Consumer lending products, risk appraisal and analysis of the credit

### Contents

- Overview about Consumer lending
- Consumer lending products
- Credit risk appraisal for Consumer credit
  Retail credit scoring
- Economic cycles and relation with Credit cycles
- Analysis of Credit cycles
  Acquisition, Monitoring, Collection

**Targeted Audience**
Professionals from Consumer loans , consumer credit and other related departments

**Prerequisites**
None

**Duration**
2 Days

**Methodology**
Lecture, Discussion, Case studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 28/11/2017 \| 29/11/2017 | 21/05/2017 \| 22/05/2017 | 16/04/2017 \| 17/04/2017 | - |

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## Corporate Debt Restructuring — Course No:1218

### Overview

This course will enable participants to restructure a distressed loan. They will understand the root causes of business failures and how operational, organizational and strategic changes must be made to revive the unit. Business failures are worsened by capital structure and poor working capital management. These will need to be corrected. Lenders also have to legally protect their security and other interests.

### Contents

- Causes of Loan Distress-Business weakness-Financial Weakness
- Priority of Claims
- Planning Restructuring-Operational, Organizational, Financial and Strategic Restructuring
- Implementing the Restructuring Plan
  Lender Responsibilities,
  Checklists, Documentations,
  Liquidation Balance sheet,
  Protecting security,
  Business Plan,
  Financial Projections,
  Monitoring,
  Fall Back strategies
- Bankruptcy laws in UAE

**Targeted Audience**
Professionals in credit, corporate banking, restructuring and SME departments

**Prerequisites**
1211-Finance Statements Advanced

**Duration**
2 Days

**Methodology**
Presentations, lectures, case studies and group discussions

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| - | 24/09/2017 \| 25/09/2017 | 07/03/2017 \| 08/03/2017 | - |

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# BANKING ENGLISH PROGRAMS

Thiscategoryaimsatenhancingthecommunicationskills ofBankersthroughtheeffectiveuseofEnglishlanguage. Thefocusisonreportwritingskills,generalbusinesscom - municationandEnglishspeakingskills

# BANKING ENGLISH PROGRAMS

## General Business Communication — Course No:1301

**Overview**
To introduce the fundamentals of good business communication.

**Contents**
- Communication theory
- Types of communication
- Clear and Concise communication
- Verbal communication skills

**Targeted Audience**
This program is intended for those with a good level of English.

**Prerequisites**
None

**Duration**
3 Days

**Methodology**
Presentations, discussions, class work, activities, case studies Prerequisites

**Sharjah**
14/05/2017 | 16/05/2017
08/10/2017 | 10/10/2017

**Abu Dhabi**
03/09/2017 | 05/09/2017
02/04/2017 | 04/04/2017

**Dubai**
29/01/2017 | 31/01/2017
27/08/2017 | 29/08/2017

**Fujairah**
30/04/2017 | 02/05/2017

**Al Ain**
15/10/2017 | 17/10/2017

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## English for Bankers I — Course No:1302

**Overview**
To enable trainees to use English more effectively in a banking context.

**Contents**
- Banking and finance vocabulary
- Revision of grammar structures
- Information Management
- Making arrangements, offers and requests

**Targeted Audience**
This program is intended for those employed by banks with an elementary to intermediate level ability in the use of English.

**Prerequisites**
None

**Duration**
4 Days

**Methodology**
Presentations, discussions, class work, role-plays, audio CDs

**Sharjah**
05/03/2017 | 08/03/2017
20/08/2017 | 23/08/2017
12/11/2017 | 15/11/2017

**Abu Dhabi**
19/02/2017 | 22/02/2017
17/09/2017 | 20/09/2017

**Dubai**
05/02/2017 | 08/02/2017
09/04/2017 | 12/04/2017
24/09/2017 | 27/09/2017

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01/10/2017 | 04/10/2017

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13/08/2017 | 16/08/2017

## English for Bankers II — Course No:1104

**Overview**
To develop and expand skills in all aspects of English relating to banking, business and finance.

**Contents**
- Reading and comprehension of banking vocabulary at an advanced level
- Planning and writing business emails
- Components of Business Meetings
- Social and business expressions

**Targeted Audience**
This program is intended for those with a high level of English.

**Prerequisites**
1302: English for Bankers I

**Duration**
4 Days

**Methodology**
Presentations, discussions, class work, role-plays, audio CDs

**Sharjah**
19/03/2017 | 22/03/2017
10/09/2017 | 13/09/2017
05/11/2017 | 08/11/2017

**Abu Dhabi**
09/04/2017 | 12/04/2017
08/10/2017 | 11/10/2017

**Dubai**
02/04/2017 | 05/04/2017
15/10/2017 | 18/10/2017
10/12/2017 | 13/12/2017

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## English Speaking Skills — Course No:1305

**Overview**
Improve trainees' ability to participate in conversations in English.

**Contents**
- Practicing general conversation tactics
- Asking questions and making enquiries
- Expressing opinions, likes and dislikes
- Using language to discuss current affairs
- Making small talk
- Practicing listening and pronunciation

**Targeted Audience**
This program is intended for participants with at least an intermediate level of English.

**Prerequisites**
None

**Duration**
3 Days

**Methodology**
Presentations, discussions, practical exercises, role plays, group/pair work, audio CDs and DVDs

**Sharjah**
29/01/2017 | 31/01/2017
07/05/2017 | 09/05/2017
29/10/2017 | 31/10/2017

**Abu Dhabi**
19/03/2017 | 21/03/2017
21/05/2017 | 23/05/2017
01/10/2017 | 03/10/2017

**Dubai**
26/03/2017 | 28/03/2017
10/09/2017 | 12/09/2017
03/12/2017 | 05/12/2017

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# BANKING ENGLISH PROGRAMS

## Business Report Writing

Course No:1306

**Overview**

To plan, structure and compose business reports

**Contents**

- Grammar and language of business reports
- Type and structure of reports
- Presentation of data in various formats (graphs, figures, charts etc) within a report
- Writing and editing a report

**Targeted Audience**
This program is intended for participants with at least an intermediate level of English.

**Prerequisites**
None

**Duration**
2 Days

**Methodology**
Presentations, discussions, class work, role-plays, group/pair work

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 25/04/2017 \| 27/04/2017<br>10/12/2017 \| 12/12/2017 | 12/03/2017 \| 14/03/2017<br>20/08/2017 \| 22/08/2017 | 07/03/2017 \| 09/03/2017<br>24/09/2017 \| 26/09/2017 | 14/05/2017 \| 16/05/2017 |

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| 26/11/2017 \| 28/11/2017 | - |

## English Course- Entry Level (Pre/Post Assessment Required)

(Extended programs running twice a week for a duration of 4 weeks)

Course No:1308

**Overview**

The course helps those already working in the fields of banking and finance to develop key language functions.

**Contents**

- Reading and comprehension of banking vocabulary at an elementary to intermediate level
- Business Communication Techniques
- Writing clearly and concisely

**Targeted Audience**
This program is intended for those employed by banks with an elementary to intermediate level ability in the use of English.

**Prerequisites**
None

**Duration**
8 Days, twice a week over four weeks, Evenings

**Methodology**
Discussions, practical exercises, role plays, group/pair work and audio CDs

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 06/02/2017 \| 01/03/2017<br>04/09/2017 \| 27/09/2017 | 06/02/2017 \| 01/03/2017<br>04/09/2017 \| 27/09/2017 | 06/03/2017 \| 29/03/2017<br>04/09/2017 \| 27/09/2017 | - |

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## English Course-Intermediate Level (Pre/Post Assessment Required)

(Extended programs running twice a week for a duration of 4 weeks)

Course No:1309

**Overview**

The course helps those already working in the fields of banking and finance to develop their banking vocabulary and confidence in using English in everyday situations.

**Contents**

- Reading and comprehension of banking vocabulary at an intermediate to advanced level
- Understanding financial System
- Preparing and delivering effective presentations

**Targeted Audience**
This program is intended for those employed by banks with an intermediate to advanced level ability in the use of English.

**Prerequisites**
None

**Duration**
8 Days, twice a week over fourweeks, Evenings

**Methodology**
Discussions, practical exercises, role plays, group/pair work and audio CDs

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 13/03/2017 \| 05/04/2017<br>08/10/2017 \| 01/11/2017 | 13/03/2017 \| 05/04/2017<br>08/10/2017 \| 01/11/2017 | 03/04/2017 \| 26/04/2017<br>08/10/2017 \| 01/11/2017 | - |

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## English Course- Advanced Level (Pre/Post Assessment Required)

(Extended programs running twice a week for a duration of 4 weeks)

Course No:1310

**Overview**

This course helps those already working in the fields of banking and finance to develop their banking language and confidence in using English in every day, and specific situations.

**Contents**

- Developing and delivering business presentation
- Deal with conflict using diplomatic language.
- Key vocabulary of banking, finance, and investments
- Identify and comprehend main ideas in higher-level finance reading materials.
- Negotiate and understand other parties' needs.

**Targeted Audience**
This program is intended for those employed by banks with advanced level ability in the use of English.

**Prerequisites**
Passing assessment for Intermediate Level, or an advanced score on preassessment

**Duration**
8 days, 3 hours each day, twice a week over four weeks, evenings

**Methodology**
Lectures, Exercises and Case Studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 06/11/2017 \| 29/11/2017 | 05/11/2017 \| 29/11/2017 | 05/11/2017 \| 29/11/2017 | - |

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## Financial Report Writing

Course No:1311

### Overview

To learn and understand the vocabulary and phrases of financial statements, and how to structure reports.

### Contents

- Types and structure of reports
- Introduction to the vocabulary of key financial statements
- Presentation of data in various formats (graphs, figures, charts etc) within a report
- Language of trends and changes

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| This program is intended for participants with at least an intermediate level of English. | 1306 – Business Report writing | 2 Days | Presentations, discussions, class work, role-plays, group / pair work |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 19/02/2017 \| 20/02/2017 | 10/05/2017 \| 11/05/2017 | 06/09/2017 \| 07/09/2017 | - |

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Treasury & Capital Market Programs

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# TREASURY & CAPITAL MARKET PROGRAMS

The category aims at updating and refining the skillsets of the participants in the various aspects of Treasury and In vestment domains. The category focus is on Treasury management, Forex trading, Capital markets, Investment Banking and Structured finance

# TREASURY & CAPITAL MARKET PROGRAMS

## Asset Liability Management (ALM) — Course No:1401

### Overview

The course aims to assist the course participants understand the traditional, as well as the changing landscape of ALM in banks, to equip them to employ the traditional methods and to explore reviewed developments in risk measurement, and to enable them to appreciate how the ALM process integrates with the overall strategy of the banks.

### Contents

- ALM and Role of Asset Liability Management Committee (ALCO)
- Interest rate risk management
- Liquidity Risk Management
- Capital Planning
- Banking book and trading book
- Transfer Pricing
- Analysis of Bank annual report
- ALM policy and regulatory ratios
- Basel committee prescriptions for ALM

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Risk Managers and Analysts, Treasurers, Branch Managers, Fund Managers, Auditors, Controllers, Regulators, Legal and Compliance Staff. | 1911: Risk Management in Banks | 3 Days | Lectures, Discussions, Exercises and Case Studies. |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 02/04/2017 \| 04/04/2017 | 13/08/2017 \| 15/08/2017 | 27/08/2017 \| 29/08/2017 | - |

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## CAPITAL MARKETS — Course No:1211

### Overview

The course aims to introduce to the participants the capital markets, instruments, mechanics etc. The course will give the participants clear idea as to how companies raise long term funds through primary equity markets and debt instruments like Bonds, Convertible shares etc. The course will also focus on trading in the secondary markets. Participants also would be familiarized about the stock markets of the region especially DFM, ADX and Nasdaq Dubai.

### Contents

- Financial market – Capital market and Money market
- Equity Market :
  - o Primary & Secondary market
  - o Trading and settlement in stock markets
  - o IPO process – Due diligence to Listing of shares
  - o Share valuation – Overview Fundamental and Technical analysis
- Debt markets
  - o Debt instruments
  - o Bonds,
  - o Bond duration
  - o Bond valuation, Yield calculation
- Regulatory oversight of capital market

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Officers in Corporate Banking, Investment, treasury, private banking, wealth management departments | None | 2 Days | Officers in Corporate Banking, Investment, treasury, private banking, wealth management departments |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 24/09/2017 \| 25/09/2017<br>07/11/2017 \| 08/11/2017 | 29/03/2017 \| 30/03/2017<br>08/10/2017 \| 09/10/2017 | 26/02/2017 \| 27/02/2017<br>21/05/2017 \| 22/05/2017<br>06/12/2017 \| 07/12/2017 | - |

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## Foreign Exchange - Basic — Course No:1405

### Overview

The course aims to offer the participants basic understanding of the FX market and Money Markets and their respective frameworks, and to familiarize the participants with the FX products & money market instruments.

### Contents

- Fundamentals of foreign currency exchange rates
- FX quotes:
  - o USD terms and European terms
  - o Interbank and Merchant quotes
- Cross currency rates
- Currency systems
- Spot and forward rates – value dates
- Factors affecting forex – overview
- Introduction to Forex products

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Staff working in the Treasury Divisions, Remittances, FX and Foreign Trade Depts, corporate banking, wealth management of banks | None | 2 Days | Lectures, Illustrations and Exercises |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 21/03/2017 \| 22/03/2017<br>15/10/2017 \| 16/10/2017 | 05/02/2017 \| 06/02/2017<br>24/09/2017 \| 25/09/2017 | 01/02/2017 \| 02/02/2017<br>06/09/2017 \| 07/09/2017 | - |

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| 07/05/2017 \| 08/05/2017 | - |

## FX and Money Markets –Advanced — Course No:1406

### Overview

The aim of this course is to enable the participants to analyze market dynamics, instruments & arbitrage and hedging opportunities in the FX and money market

### Contents

- Review of basic Fx concept
- Trading in Fx markets :
  - o Fundamental Analysis
  - o Technical Analysis
- Simulated Trading
- Fx derivatives :
  - o Forwards , futures , options
- Money market:
  - o Day count rules
  - o Money market instruments
  - o Repurchase Agreements (Repo) and reverse Repo
- Hedging strategies using swaps, FRAs, futures and options and arbitrage opportunities

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Executives from Corporate Banking , Treasury, Risk, Wealth Management, Corporate Relationship Managers, Auditors, | 1405: Foreign Exchange Basic | 3 Days | Illustrations, Exercises & Case Studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 02/04/2017 \| 04/04/2017<br>01/10/2017 \| 03/10/2017 | 30/04/2017 \| 02/05/2017 | 07/05/2017 \| 09/05/2017<br>30/10/2017 \| 01/11/2017 | - |

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# TREASURY & CAPITAL MARKET PROGRAMS

## Risk Management with Derivatives

Course No:1407

### Overview

Participants will learn the structure of all types of derivatives including forwards, futures, swaps, traded options, OTC options, and warrants and convertibles and will be equipped to employ derivatives in hedging the clients' investment portfolios.

### Contents

- Concepts of forwards and Fx swaps
- Hedging through forwards and futures
- Options and trading strategies
- interest rate and currency swaps
- Hedging principles and risk management
- Overview of Structured products
- Credit derivatives

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Treasury staff , corporate banking executives, Financial control and Risk Management personnel, Fund managers, Internal Auditors, Private Bankers and Investment advisors | 1404: Capital Markets 1406: Foreign Exchangead-vanced | 2 Days | Lectures, Exercises, Incorporating case studies and workshop sessions. |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 19/04/2017 \| 20/04/2017 | 09/04/2017 \| 10/04/2017 | 27/08/2017 \| 28/08/2017 | - |

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## Investment Banking

Course No:1408

### Overview

This is an introductory course and enables participants to recognize that "valuation" lies at the core of an investment banker's skill set. Participants are made familiar with equity and debt offerings and the M&A process.

### Contents

- Introduction to Investment Banking-How it differs from Commercial Banking
  - o Structure of Investment bank
- Valuation of companies -
  - o DCF, Trading Multiples -Precedent Transactions-Spreading Comps
  - o Sum of Parts Method
- Equity underwriting
  - o IPO process
  - o Private equity
- Business of Debt/Fixed Income
  - o Fund raising through debt instruments
- The Business of Mergers and Acquisitions
  - o Drivers of M & A
  - o Restructuring the business portfolio of the client
  - o The M&A value chain—the "buy" and "sell" sides of the equation
  - o Backward Integration, Horizontal Integration, Forward Integration
  - o The valuation, pricing, and fee structure of M&A deals

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Investment banking profes-sionals, Senior Corporate bankers, IB divisions of com-mercial banks, Strategic Planners, Management Consultants and Risk profes-sionals | 1404: Capital Markets | 3 Days | Lectures, worked examples, case studies and role-play exercises to ensure participants' understanding of the techniques being discussed. |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 12/02/2017 \| 14/02/2017<br>21/05/2017 \| 23/05/2017 | 12/03/2017 \| 14/03/2017<br>27/08/2017 \| 29/08/2017 | 16/04/2017 \| 18/04/2017<br>08/10/2017 \| 10/10/2017 | - |

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## Wealth Management

Course No:1409

### Overview

The course aims to make participants understand the analytics necessary to manage a portfolio by using various asset classes particularly equity and bonds, implement an assortment of equity and fixed income strategies, comprehend the interrelationships between these strategies, understand the concept of securitization and develop the portfolio performance parameters

### Contents

Asset Classes and risks & returns

- Modern portfolio theory
- Equity Portfolio Management: Diversification and hedging the equity portfolio.
- Fixed Income Portfolio: advantages for individuals: bonds vs. bond funds, advantages for insti tutions: active vs. passive strategies.
- Collective Investment Schemes (Mutual Funds)
- Private Equity & Hedge funds
- Portfolio Performance Measurement : Sharpe ratio

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Portfolio Managers, Money Managers, Research Analysts, Client Services Staff, Consultants, Individual and Institutional | 1404: Capital Markets | 3 Days | Lecturers, Case Stud-ies and Exercises. |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 09/04/2017 \| 11/04/2017 | 07/05/2017 \| 09/05/2017 | 01/10/2017 \| 03/10/2017 | - |

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## Equity Market Analysis & Valuation

Course No:1411

### Overview

The aim of the course is to familiarize the participants with the concepts of equity market analysis and to highlight tools and valuation techniques used in the analysis. To enable them to apply these techniques to select the equity investments.

### Contents

- Overview of capital markets and regulations
  - o Types of sub asset classes
- Fundamental Analysis
  - o Value Investing Vs. Growth Investing
- Valuation approaches :
  - o Valuation ratios
  - o Sectoral Analysis
- Technical Analysis
  - o Charting tools , patterns
- Strategic asset allocations and tactical asset allocations – security selection
- Real life Case study

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Treasury, investment, private banking, brokerages and wealth management and anyone dealing with capital markets | 1211-Finance Statements Advanced | 3 Days | Lectures, Illustration, Exercises and Case Studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 24/04/2017 \| 26/04/2017 | 21/03/2017 \| 23/03/2017 | 10/09/2017 \| 12/09/2017 | - |

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# TREASURY & CAPITAL MARKET PROGRAMS

## Treasury Management for non-treasury staff — Course No:1412

### Overview

This course sets out to provide participants/delegates with a comprehensive understanding of how to manage treasury affairs with a detailed look at the various financial instruments that can be traded.

### Contents

- Treasury management overview
- Treasury organization and structure :
  - o Back, middle and front office operations.
- Treasury functions :
  - o Global markets trading
  - o Money markets
  - o Investments
  - o Asset & Liability Management - transfer pricing
- Treasury control framework
- International Regulations

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Internal Auditors, Corporate bankers, Risk & compliance officers, Investment banking staff, wealth management staff | None | 2 Days | Lectures, Discussion and Case Studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 17/05/2017 \| 18/05/2017 | 12/04/2017 \| 13/04/2017 | 17/09/2017 \| 18/09/2017 | - |

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## Technical Analysis of Financial Markets — Course No:1416

### Overview

Technical analysis is a very popular method of forecasting markets across the globe. Technical analysis can be applied to any type of markets like Equity, Forex, Commodity, Bonds etc. This program aims to familiarize the participants the concepts in technical analysis which is important to trade in the markets.

### Contents

- Technical Analysis : An overview
- Technical Vs Fundamental Analysis
- Trend lines and its applications
- Moving averages, Crossovers, and Momentum indicators
- Patterns and Formation analysis – Triangles, Shoulder- Head- Shoulders, Double & Triple tops, bottoms, Channels etc.
- An overview about Elliot wave theory
- Real Life analysis of Equity (Including DFM & ADX) , Currency and Commodity markets using technical analysis

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Banks, brokerage executives working in Trading and Investing in Stocks, Forex, Commodities, Private Banking etc | Nil | 2 Days | Lectures, Hands on training on charting tools, Interpretation of charts, Forecasting different types of markets |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 17/09/2017 \| 19/09/2017 | 21/05/2017 \| 23/05/2017 | 26/03/2017 \| 28/03/2017 | - |

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## Treasury Operations (Mid-office/Back office) — Course No:1418

### Overview

This Course helps Treasury Dealers, mid-office personnel and back office officials a complete picture of Treasury Operations

### Contents

- Treasury Functions
- Treasury markets
- Treasury Limits
- Front Office operations
- Mid-Office Operations
- Back Office Operations
- Settlements and reconciliation with nostro accounts
- Treasury Internal Controls
- Ethics/ ACI Best practices

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| One year Banking experience | Nil | 2 Days | Lecture, case studies, simulated dealing operations |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 16/04/2017 \| 18/04/2017 | 29/01/2017 \| 31/01/2017 | 22/10/2017 \| 24/10/2017 | - |

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| 07/05/2017 \| 08/05/2017 | - |

Treasury & Investment Programs

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# MARKETING SALES & CUSTOMER SERVICE PROGRAMS

The focus of this category is on scaling up the effective ness of marketing and customer service in the fast chang ing banking landscape. The areas focused include Custom er relationship management, product development and marketing, collection excellence and business etiquette.

# MARKETING SALES & CUSTOMER SERVICE PROGRAMS

## Achieving Teller Excellence

Course No:1501

**Overview**

The program takes you through what a customer requires and desires from us as Bankers, and it will equip you with skills required to professionally deal with any service situation.

**Contents**

- Introduction
- Customer satisfaction
- Customer Interaction cycle
- Handling Unusual/ Unexpected situations
- Understanding Customer Requirements
- Product knowledge & Benefit illustration
- Taking leads or referrals for Cross selling
- Mock Plays

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| All tellers and front line staff of the branch, who have English language fluency or have attended our English program modules | None | 1 Day | Lectures, Discussions and Case Studies. |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 04/06/2017 \| 04/06/2017<br>10/09/2017 \| 10/09/2017 | 02/04/2017 \| 02/04/2017<br>11/10/2017 \| 11/10/2017 | 14/02/2017 \| 14/02/2017<br>18/06/2017 \| 18/06/2017 | - |

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## Customer Service Excellence

Course No:1502

**Overview**

To provide participants with concepts and practice exercises of quality customer service delivery in the banking context.

**Contents**

- Understanding the unique nature of the banking service
- The customer service "experience" cycle
- Having a customer service mindset
- Valuing the internal customer
- Quality service-what's in it for you?
- Ideas on "breakthrough" customer service

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Functional staff who deal with customers and are responsible for service quality levels | None | 2 Days | Illustrations, practice sessions, presentations, and action planning |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 22/01/2017 \| 23/01/2017<br>06/09/2017 \| 07/09/2017 | 07/03/2017 \| 08/03/2017<br>04/10/2017 \| 05/10/2017 | 12/04/2017 \| 13/04/2017<br>01/11/2017 \| 02/11/2017 | 11/06/2017 \| 12/06/2017 |

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| 04/06/2017 \| 05/06/2017 | 24/04/2017 \| 25/04/2017 |

## Customer Relationship Management – Corporate

Course No:1504

**Overview**

Relationship Managers will gain understanding of the concept of CRM and will equip them with tools and techniques required to develop an appropriate CRM strategies in a corporate setting.

**Contents**

- The concept of Relationship banking
- Identifying the Right borrower
- Understanding the loan amount eligibility for corporate borrowers
- Understanding pricing of loans
- RAROC methodology
- Relationship aspects of CRM
- New customer acquisition / retention of existing customers

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Relationship Managers and Assistant Relationship Managers in Corporate banking, SME banking | None | 2 Days | Lectures, Case Studies, exercises and experiential learning |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 21/08/2017 \| 28/08/2017 | 02/04/2017 \| 03/04/2017<br>18/10/2017 \| 19/10/2017 | 26/03/2017 \| 27/03/2017<br>25/10/2017 \| 26/10/2017 | - |

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## Ground Rules & Code of Ethics (GRACE)

Course No:1506

**Overview**

To bring about professionalism in terms of finer understanding of ethical practices in the
Financial Services Industry.

**Contents**

- Professional practices/professional conduct in the banking sector
- The bank's leadership role in implementing Code of Ethics
- Regulatory requirements on ethics in banks service
- Rules, regulation and ground rules
- Self-Regulation
- Confidentiality Steps to counter insider trading
- Conflict of interest: Types and Ground Rules to curb conflict of Interest
- Internal Code of Conduct

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| All bank staff, specifically customer services department and operation departments | None | 1 Day | Lectures, video films, exercises and discussions |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
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| 27/08/2017 \| 27/08/2017 | 16/04/2017 \| 16/04/2017 | 19/03/2017 \| 19/03/2017 | - |

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# MARKETING SALES & CUSTOMER SERVICE PROGRAMS

## Marketing of Financial Services — Course No:1507

### Overview
To impart sales professionals a standardized approach towards the marketing of financial services.

### Contents
- Marketing Management: definition, importance and functions
- Financial Services-Distinct characteristics
- Test marketing- Distribution of Financial products
- Role of Promotion in Marketing New financial Products and marketing Pricing of Bank's financial Products
- Marketing Information systems Role of DSA's in Marketing
- Live Case Studies

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Staff from Marketing departments, customer services departments and product managers | None | 2 Days | Lectures, video films, exercises and discussions |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
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| 21/03/2017 \| 22/03/2017 | 04/06/2017 \| 05/06/2017 | 20/08/2017 \| 21/08/2017 | - |

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## Business Etiquette — Course No:1509

### Overview
This program will equip participants with the hidden values – and priceless potential – of image, etiquette and protocol and how they can make a difference in business by effectively employing them. Some of the main objectives of this course will include changing the employees into a team of skilled professionals, in addition to presenting and promoting your company with precision and style.

### Contents
- Networking for Success
- Dress code and professional attire
- Common faux pas for men and women at their professional attire
- Business etiquette global rules for a positive first impression
- Professionalism and a philosophy of life
- Business etiquette as a life attitude
- Types of business receptions
- Dress code upon business social events

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Bank employees who need to develop their presentation skills in terms of personal conduct in public and/or with customers | None | 2 Days | Lectures, Group discussion and videos |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 25/01/2017 \| 26/01/2017<br>20/06/2017 \| 21/06/2017 | 19/02/2017 \| 20/02/2017<br>17/09/2017 \| 18/09/2017 | 02/04/2017 \| 03/04/2017<br>22/10/2017 \| 23/10/2017 | 10/05/2017 \| 11/05/2017 |

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## New Banking Products Development — Course No:1511

### Overview
To provide participants with an integrated framework for the development of new banking products and financial services, starting with idea generation and ending with successful launch and control of these products and services.

### Contents
- New product strategy
- Generation and evaluation of new ideas and concepts
- Business analysis and market testing
- Product Development
- Beta testing and product testing
- Products launch strategy
- Marketing and Brand identity
- Social media marketing strategies
- Case Analysis

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Senior bankers involved in product management and marketing of new products and services | None | 2 Days | Structured presentations, group discussions, situation analysis and cases studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
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| 29/03/2017 \| 30/03/2017 | 24/04/2017 \| 25/04/2017 | 13/09/2017 \| 14/09/2017 | - |

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## Effective Selling Techniques — Course No:1512

### Overview
This program will help attendees realize the importance of successful selling techniques implementation in complimenting and emphasizing the relationship between the client and organization.

### Contents
- Managing the customers' expectations to maximize customer value
- Required skills for the ideal customer service agents in order to manage customers mind set
- Planning and preparing for the selling journey
- Presale check list
- Impact of first impression and first stage of the selling journey
- Different types of selling, and the cause of the execution
- Finalizing the sale by ensuring and maintaining customer rapport
- The importance of product knowledge in the process of sales execution
- Handling objections and complaints
- Ensure constant customer satisfaction and trust

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Staff members involved in Sales roles | None | 2 Days | Presentations, interactive discussions, case studies, and group exercises |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 11/06/2017 \| 12/06/2017 | 05/02/2017 \| 06/02/2017<br>11/06/2017 \| 12/06/2017 | 29/03/2017 \| 30/03/2017 | 30/04/2017 \| 01/05/2017 |

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| 18/06/2017 \| 19/06/2017 | - |

# MARKETING SALES & CUSTOMER SERVICE PROGRAMS

## Collection Excellence Skills

Course No:1513

### Overview

Giving credit to customers may be easy, getting it back is the problem. To collect money from past-due customers needs special skills to be attained by the collection staff and systematic process to achieve the best collection successful efforts. This program explores those skills and develops them into the experience of collection staff

### Contents

- Preparation for debt collection.
- Debt collection negotiation skills.
- Debtor call handling skills.
- Debt collection management.
- Debt repayment monitoring.

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Collection staff, relationship managers, account managers, marketing staff. | None | 1 Day | Lectures, Discussion, role play and applications. |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
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| 01/02/2017 \| 01/02/2017 | 12/04/2017 \| 12/04/2017 | 06/06/2017 \| 06/06/2017 | - |

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## Customer Relationship Management – Advanced

Course No:1514

### Overview

This program introduces participants to the various facets of CRM and shows how Banks can create value out of a CRM program.

### Contents

- The need for CRM/CRM as a strategy
- Using customer data for designing offers
- Implementation of CRM
- Lifetime value of a customer
- Evaluating customer profitability and developing strategic cost advantage
- Determining ROI of CRM initiative
- Retaining Customers

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Relationship Officers with Three years' service | None | 2 Days | Lectures & case studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
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| 04/10/2017 \| 05/10/2017 | 29/08/2017 \| 30/08/2017 | 16/04/2017 \| 17/04/2017 | - |

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## Digital Marketing

Course No:1515

### Overview

Learn the role of digital channels in an integrated marketing campaign and why you need a digital strategy. Practical application by demystifying the use of data in marketing and helping you realize the power of visualizing data with artful use of numbers found in the digital space.

### Contents

- Introduction to Digital marketing
- Strategic Approach to Digital Marketing- Corporate vs. Online Strategy- Building Your Online Strategy
- Web Site Best Practices-Navigation & Usability, Design & Presentation, Content, E-commerce
- The Components Of Building, Branding & Maintaining A Successful Site-The Essential Web Site Checklist
- Social Media: What is Social Media?-
- E-mail Marketing & Getting To the Inbox- Getting To the Inbox & Getting Read
- The Importance & Power Of Search-Search Engine Visibility-Search Engine Marketing, Online Advertising & Media- What Is Online Advertising?
- 'Traditional' online ads - Banners, Buttons and Pop-Ups-Rich Media advertising-Pricing Models & Delivery Options-Targeting.
- Mobile Marketing-Mobile landscape-Mobile Tactics-Audience engagement-Statistics
- Cross-channel Marketing strategies
- Web Analytics, Business Intelligence & Customer Intelligence

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Staff from marketing departments, customer servicedepartments and product managers | None | 2 Days | Lectures & case studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 05/03/2017 \| 06/03/2017 | 06/09/2017 \| 07/09/2017 | 04/06/2017 \| 05/06/2017 | - |

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HR & Leadership Programs

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# HR & LEADERSHIP PROGRAMS

The primary focus of this category is to refine the people management and leadership skills to meet the challenges in the work places. The focus areas include leadership skills, team management, performance management, effective communication and quality initiatives.

# HR & LEADERSHIP PROGRAMS

## Bank Branch Management Skills — Course No:1601

### Overview
In the highly competitive market banking environment, profit orientation, efficiency and effectiveness of branches of all banks would be under focus. The program is designed to assist Branch Managers and Senior Managers to identify new business, retain existing business & manage human resources. This program will also enhance the interpersonal skills and emphasize customer relationship and service quality.

### Contents
- Introduction to current business environment and realities
- Effective leadership skills
- Business Development strategies
- Customer relationship management and service quality
- Negotiation skills and conflict management
- Motivational strategies
- Team Building
- Performance Management & Measurement process
- Profit planning- Managing the revenue line
- Time management & Delegation
- Effective Communication & Interpersonal skills
- Mock Plays

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Branch Managers and Senior Officers | None | 3 Days | Lectures, Discussions and Case Studies. |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 18/06/2017 \| 20/06/2017 | 21/03/2017 \| 23/03/2017 | 30/04/2017 \| 02/05/2017 | - |

| Al Ain | RAK |
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## Coaching for Performance — Course No:1602

### Overview
Coaching and mentoring skills are essential in motivating staff, raising their engagement levels and eliminating the fear that prevents them from taking actions. This course will also assist the staff in improving their performance by taking more ownership, meeting their stated goals and developing personal self development skills that will encourage them to take action beyond their comfort zone.

### Contents
- Coaching versus Mentoring & leadership
- Setting goals and gaining commitment
- GROW model
- Employee engagement
- Driving performance through coaching
- Team dynamics, and motivation
- Developing high performance
- Action Plan

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Supervisors, Managers, Branch Managers and Team leaders | None | 2 Days | Presentations, discussion, roll play, and group case studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 26/02/2017 \| 27/02/2017<br>01/11/2017 \| 02/11/2017 | 07/03/2017 \| 08/03/2017<br>13/09/2017 \| 14/09/2017 | 07/05/2017 \| 08/05/2017<br>11/10/2017 \| 12/10/2017 | - |

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## Effective Communication Skills — Course No:1603

### Overview
Attending this program will assist participants in gaining skills for influencing others within meetings and other work environments. Participants will learn about body language and the different social styles of communication necessary for influencing and impacting others.

### Contents
- Developing personal Impact
- The key to communicating more effectively
- Understanding tools and techniques of communication
- Creating Impact with interpersonal communication
- Application of learning in the work environment to create the desired outcome.
- Communication Theory
- Overview of communication
- Building Rapport with the target
- Communication Types
- Body Language & Communication
- Role Play, Case Studies

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Officers working in the customer service departments, sales, and receptionists and administrative personnel | None | 2 Days | Lectures, group discussion, case studies and role plays |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 14/06/2017 \| 15/06/2017<br>12/11/2017 \| 13/11/2017 | 21/02/2017 \| 22/02/2017 | 25/01/2017 \| 26/01/2017<br>18/06/2017 \| 19/06/2017 | 17/09/2017 \| 18/09/2017 |

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## Effective Leadership Skills — Course No:1604

### Overview
Leaders in the banking sector are expected to perform over and above their financial and non-financial objectives. Goal setting and performance management processes are some of the key concepts participants will learn more of by attending this program. This will be in addition to other concepts such as team work, the importance of internal partnership and delegation. Leaders and potential leaders attending this program will be equipped with coaching, feedback and effective communication skills.

### Contents
- Understanding good Leadership Behaviors
- Learning the difference between leadership and management
- Defining qualities and strengths
- Polishing interpersonal skills and communication skills
- Learning about commitment and effectiveness
- Making key decisions
- Stress Management
- Empowering, motivating and inspiring others
- Leading by example

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Early to mid management and customer service department heads and Branch Managers | None | 3 Days | Lectures, case studies, exercises and experiential learning |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 09/04/2017 \| 11/04/2017<br>15/10/2017 \| 17/10/2017<br>03/12/2017 \| 05/12/2017 | 14/02/2017 \| 16/02/2017<br>30/10/2017 \| 01/11/2017 | 07/02/2017 \| 09/02/2017<br>04/06/2017 \| 06/06/2017<br>20/08/2017 \| 22/08/2017 | 18/06/2017 \| 20/06/2017 |

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| 03/09/2017 \| 05/09/2017 | - |

## Art of Influence and Persuasion

Course No:1606

### Overview

Participants will understand and appreciate the nature of negotiation and where it fits into when dealing with suppliers. Some of the key concepts that will be covered include negotiation process planning, techniques and tactics. Through group activities and case studies, participants will learn questioning, listening and summarizing skills. Participants will be equipped to examine, analyze different negotiation situations base on differences in peoples' backgrounds and cultures.

### Contents

- Defining negotiation
- Planning & preparing for negotiation
- Communication in negotiation
- Negotiation strategies
- Tactics & counter tactics
- Negotiating across cultures
- Stages of negotiation
- Differences in behavioral styles—passive, aggressive and assertive
- Identifying techniques for improving self-esteem
- Improving communication with different social styles
- Risks and benefits in becoming assertive
- The role of social styles in assertive communication

**Targeted Audience**
Bank Employees who require this program

**Prerequisites**
None

**Duration**
2 Days

**Methodology**
Lectures, case studies, exercises and experiential learning

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 29/01/2017 \| 30/01/2017<br>17/12/2017 \| 18/12/2017 | 14/03/2017 \| 15/03/2017 | 11/06/2017 \| 12/06/2017<br>19/11/2017 \| 20/11/2017 | - |

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## Stress Management

Course No:1609

### Overview

Stress occurs for a host of different reasons. This program begins with an examination of the causes of stress, a brief history of stress study, and a self-diagnostic tool with which participants will pinpoint their biggest stressors: time management issues, communication with co workers etc.

### Contents

- Understand the study of stress and its impact
- List tactics for successful time management
- Explain how to prioritize and determine what is really important
- Demonstrate techniques for interacting with difficult people
- Employ physical and mental techniques for coping with stress
- Create reachable goals
- Begin implementing goals created during the session.
- Social Media effects in work life balance

**Targeted Audience**
All middle-senior executives

**Prerequisites**
None

**Duration**
2 Days

**Methodology**
Lectures, group discussion, case studies & role plays

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 07/02/2017 \| 07/02/2017<br>03/12/2017 \| 03/12/2017 | 26/03/2017 \| 26/03/2017 | 18/06/2017 \| 18/06/2017<br>12/11/2017 \| 12/11/2017 | 26/04/2017 \| 26/04/2017 |

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## Team Building

Course No:1610

### Overview

How to develop your teams to maximize their strengths and enhance productivity, in addition to optimizing organization and work design for success in service delivery teams are some of the key thoughts that will be covered in this program. Participants will be able to motivate their teams by integrating their leadership responsibilities, competencies into their management roles. Moreover, the program will cover insights into the behavioral processes through which teams evolve in business organizations

### Contents

- Modeling key behaviors of effective leadership
- Optimizing team processes
- Identifying dimensions of difference
- Managing measures to affect performance
- Applying leadership practices and commitments for maximum payoff
- Motivating people to stay
- Defining "teamness" in terms of organizational beliefs, norms, values and behavior
- Perceiving the unity organization and the self
- Institutionalizing the team building dynamic

**Targeted Audience**
Bank staff at any level with at least 1 year experience

**Prerequisites**
None

**Duration**
2 Days

**Methodology**
Lectures, exercises discussion and videos

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 16/04/2017 \| 17/04/2017<br>14/06/2017 \| 15/06/2017 | 04/06/2017 \| 05/06/2017<br>18/10/2017 \| 19/10/2017 | 01/02/2017 \| 02/02/2017<br>03/05/2017 \| 04/05/2017 | - |

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## Time Management

Course No:1611

### Overview

This course will enable the participants to identify their own job objectives, key result areas and short-terms targets and set priorities and keep to them. It will also help maximize their use of time through proven scheduling techniques.

### Contents

- Time as a resource
- Time stealers
- Analyzing your use of time
- Planning and objective setting
- Time management strategies

**Targeted Audience**
All bank employees who wish to improve their skills and techniques to effectively manage their time.

**Prerequisites**
None

**Duration**
2 Days

**Methodology**
Lectures, discussions, case studies and group exercises

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 14/02/2017 \| 15/02/2017<br>11/06/2017 \| 12/06/2017 | 22/01/2017 \| 23/01/2017<br>23/08/2017 \| 24/08/2017 | 12/03/2017 \| 13/03/2017<br>17/12/2017 \| 18/12/2017 | - |

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## Emotional Intelligence

Course No:1612

### Overview

Emotional Intelligence is becoming an important field of research especially when it comes to managing emotions in the work place. Analyzing your own emotional intelligence and understanding how to manage your own emotional reactions to achieve desired results is one of the main modules that will be covered in this program. Participants will learn how to increase their ability to communicate and motivate others, based on understanding their emotions and harnessing it to increase morale and inspire high performance.

### Contents

- Utilize the techniques of being emotionally intelligent while dealing with people
- Improve work life balance
- The 3 dimensions of competence at work
- Emotional Intelligence and its role in work
- Key competencies that enable someone to be emotionally intelligent
- The art of engagement
- Social and motivation styles

**Targeted Audience**
All Bank employees can attend this course

**Prerequisites**
None

**Duration**
2 Days

**Methodology**
Lecture, group discussion, and case studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 18/06/2017 \| 19/06/2017<br>13/08/2017 \| 14/08/2017 | 11/06/2017 \| 12/06/2017 | 07/03/2017 \| 08/03/2017<br>07/11/2017 \| 08/11/2017 | - |

| Al Ain | RAK |
|---|---|
| 17/09/2017 \| 18/09/2017 | - |

## Performance Management

Course No:1613

### Overview

Performance Management is key in aligning organization goals with individuals' objectives. This program will cover how to motivate staff through cost effective strategies and sharpen the skills of supervisors in assessing the performance of staff. Participants will learn more about the latest management thinking on performance, in addition to how to develop effective performance measurement and management systems.

### Contents

- Roles and responsibilities of individuals and managers in performance management process
- Application of pragmatic tools and techniques to develop the performance culture within their units
- Goal setting and taking ownership of performance Overview
- Importance on ongoing feedback
- Reward performance appropriately
- Defining standards of performance and setting benchmarks
- Designing and installing effective performance measurement systems
- Conducting performance appraisal discussions.

**Targeted Audience**
Managers and Heads of departments of various operations, especially HRD and trainers

**Prerequisites**
None

**Duration**
2 Days

**Methodology**
Lecture, group discussions and case studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 20/06/2017 \| 21/06/2017 | 24/09/2017 \| 25/09/2017 | 05/03/2017 \| 06/03/2017 | - |

| Al Ain | RAK |
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| 11/10/2017 \| 12/10/2017 | - |

## Training Needs Analysis

Course No:1616

### Overview

This program will equip participants with a needs-analysis approach that is realistic in today's financial climate. It shows you how to apply a highly effective procedure for determining whether or not training is the solution to a job performance problem. Participants will return to their jobs with key skills and confidence to gain acceptance and recognition for their training recommendations to management.

### Contents

- Determine organizational, departmental and individual competencies
- Plan a needs analysis system
- Design questionnaires/surveys
- Design interviews
- Analyze job performance
- Determine causes and solutions for job performance problems
- Determine when (and when not) to train
- Determine the cost-benefits of training
- Write proposal

**Targeted Audience**
Training analysts, senior instructors, and managers of training who have (or wish to have) input into major decisions about training

**Prerequisites**
None

**Duration**
2 Days

**Methodology**
Lectures, group discussions, case studies, worksheets and experiential learning materials

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 18/10/2017 \| 19/10/2017 | 18/06/2017 \| 19/06/2017 | 19/03/2017 \| 20/03/2017 | - |

| Al Ain | RAK |
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| - | - |

## Project Management

Course No:1617

### Overview

As the business world grows more competitive, organizations find it necessary to take on an increasing number of projects. Unfortunately, these same organizations often don't have skilled project managers to handle the work. In this program, participants will learn and practice the critical tools and techniques that have been proven necessary for project management success.

### Contents

- Discussing key definitions, concepts, terminology, and roles
- Identifying the project work by creating the work breakdown structure (WBS)
- Project work estimation – time and cost
- Work assignments and determining resources required for project completion
- Assigning ownership to tasks
- Budget creation
- PMI guidelines

**Targeted Audience**
Individuals who are new to project management, professionals for whom PM is a secondary part of their jobs), business analysts, managers responsible for projects and experienced project managers

**Prerequisites**
None

**Duration**
3 Days

**Methodology**
Lectures, discussions, charters, fictional case studies and group exercises

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 15/10/2017 \| 17/10/2017 | 05/11/2017 \| 07/11/2017 | 19/03/2017 \| 21/03/2017<br>19/11/2017 \| 21/11/2017 | - |

| Al Ain | RAK |
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## ROI on Human Capital

Course No:1618

### Overview

People are the unreported wealth of any organization. Investment in human resource translates to a significant increase in revenue and improved productivity. ROI on human capital allows upper management to identify measurable ways that HR services benefit the organization. This program takes candidates through this focal process to know how to invest and take decisions and report to management towards those concepts.

### Contents

- ROI, and its importance in the HR function
- Basic elements needed to calculate ROI
- Calculating Employee costs, including cost of Hiring, Salary, Training, Nonperformance etc.
- ROI methodology
- Calculating ROI
- Use of ROI to influence the success and image of HR
- Implementing ROI of Human Capital
- Development of effective HR solutions as next steps

**Targeted Audience**
HR managers and officers, Team leaders and branch managers.

**Prerequisites**
None

**Duration**
2 Days

**Methodology**
Lecturers , discussions, presentation

**Sharjah**
12/04/2017 | 13/04/2017

**Abu Dhabi**
04/10/2017 | 05/10/2017

**Dubai**
15/11/2017 | 16/11/2017

**Fujairah**
-

**Al Ain**
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**RAK**
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## Personal & Professional Impact & Influence

Course No:1620

### Overview

Powerful techniques and skills are essential for you to persuade and influence the individuals and groups around you. With confidence, ability and the skills to influence your clients, colleagues and bosses you will achieve your own and your organisation's goals and successes. Developing such skills will get you noticed and ensure you are more influential and ultimately successful in your career.

### Contents

- The key elements of Influence and Impact
- Understanding what drives you
- Personal Presentation
- Best practice persuasion and Influencing Techniques
- Maintaining Cooperative relationship with the right people at work
- Delivering presentation with confidence and Impact
- Decision Making

**Targeted Audience**
Professionals who would like to improve their skills in negotiations and decision making

**Prerequisites**
1606 : Art of influence & persuasion

**Duration**
2 Days

**Methodology**
Lecturers, group activities, case studies, role play

**Sharjah**
26/03/2017 | 27/03/2017

**Abu Dhabi**
19/04/2017 | 20/04/2017

**Dubai**
28/11/2017 | 29/11/2017

**Fujairah**
-

**Al Ain**
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**RAK**
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Islamic Banking Programs

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# ISLAMIC BANKING PROGRAMS

This category aims at scaling up the skill sets of the partici pants in the highly dynamic and fast evolving domain of Is Islamic Banking. The category covers the entire gamut of Islamic banking and finance ranging from Islamic products, accounting, risk management, trade finance and develop ment of new products

# ISLAMIC BANKING PROGRAMS

## Development of New Islamic Banking Products

Course No:1701

### Overview

The program aims to familiarize the participants with the shari'ah and legal principles for product designing and to explore the opportunities for new Islamic banking products. It enables the participants to comprehend the process and requisites for Islamic product structuring and identify the challenges in their launching and marketing.

### Contents

- Development of banking products; New product development process; Product concept development;
- New product strategy; Concept building; Idea screening
- Product program guidelines; New product marketing strategy; Product launch; Monitoring & review
- An overview of Islamic banking products; Approaches to structuring and developing new products for
- different sectors
- Requisites for Islamic financial engineering: Shari'ah, legal, market knowledge, conventional product
- knowledge etc;
- Issues related to transactions and operations; Marketing considerations, challenges
- Standardization in new product design

**Targeted Audience**

Bankers involved in developing and marketing of new products and services; Relationship officers and sales executives involved in marketing of new products

**Prerequisites**

Introduction to Islamic Banking (Course No. 1702)

**Duration**

2 Days

**Methodology**

Lecture, presentation, discussion, case studies, examples

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 12/02/2017 \| 13/02/2017<br>05/11/2017 \| 06/11/2017 | 22/10/2017 \| 23/10/2017 | 13/08/2017 \| 14/08/2017 | 21/05/2017 \| 22/05/2017 |

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## Introduction to Islamic Banking

Course No:1702

### Overview

The introductory course aims to familiarize the participants with the guiding principles of Islamic banking and finance and legal and shari'ah framework within which the industry works. The participants shall analyze the evolution and performance of Islamic banking and finance industry in local and global contexts. The program also focuses in details on the Islamic modes of financing and mechanism of fund management in Islamic banks.

### Contents

- Key guiding principles of Islamic banking and finance
- Fundamental prohibited elements in Islamic banking and finance- Riba (interest), Gharar ( uncertainty) Maysir ( gambling) etc.
- Regulatory and shari'ah framework for Islamic banking and finance institutions
- Islamic Finance: industry analysis; evolution, performance; new trends
- Appraisal of Islamic banking and finance; Islamic banking VS conventional banking: Main differences
- Mechanism of fund management in Islamic banks
- Islamic financing techniques as used in Islamic banks: murabahah, mudarabah; musharakah; ijaraha, forward ijarah, salam, tawarruq, istisna'a'a, wakalah, kafalah etc.

**Targeted Audience**

New entrants as well as existing bank employees interested to equip themselves with the fundamental knowledge of Islamic banking and finance

**Prerequisites**

None

**Duration**

2 Days

**Methodology**

Lecture, presentation, discussion, exercises, case studies.

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 26/04/2017 \| 27/04/2017<br>13/09/2017 \| 14/09/2017<br>15/11/2017 \| 16/11/2017 | 26/02/2017 \| 27/02/2017<br>19/09/2017 \| 20/09/2017 | 29/01/2017 \| 30/01/2017<br>21/05/2017 \| 22/05/2017<br>23/08/2017 \| 24/08/2017 | 19/04/2017 \| 20/04/2017 |

| Al Ain | RAK |
|---|---|
| 07/05/2017 \| 08/05/2017 | 26/03/2017 \| 27/03/2017 |

## Islamic Accounting Standards

Course No:1703

### Overview

The program aims to familiarize the participants with Islamic accounting principles and broad framework of accounting and financial reporting issues in Islamic financial institutions (IFIs). The participants shall identify the accounting objectives, reporting and disclosure requirements as well as Accounting Standards for IFIs developed by the Accounting & Auditing Organization for Islamic Financial Institutions (AAOIFI).

### Contents

- Introduction to Islamic Accounting; Objectives of Islamic accounting
- AAOIFI and the objectives and concepts of financial accounting and reporting
- General presentation and disclosure in the financial Statements of Islamic banks
- Account recognition; Accounting measurement
- International Financial Reporting Standards (IFRS) and Islamic banking operations
- Accounting Standards for murabahah, ijarah, istisna'a, mudarabah and musharakah
- Accounting treatment of Islamic financial transactions
- Accounting treatment of Investment Accounts

**Targeted Audience**

Bank employees involved in the Accounting, Financial control and Auditing functions of Islamic banks, Audit firms professionals and regulators who supervise and inspect Islamic banks

**Prerequisites**

Introduction to Islamic Banking (Course No. 1702)

**Duration**

2 Days

**Methodology**

Lecture, presentation, discussion, exercises, case studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 26/03/2017 \| 28/03/2017<br>30/10/2017 \| 01/11/2017 | 16/04/2017 \| 18/04/2017 | 03/09/2017 \| 05/09/2017 | - |

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## Islamic Capital Markets

Course No:1705

### Overview

The program aims to familiarize the participants with the dynamics of Islamic capital markets and shari'ah framework of Islamic securities. It analyzes the role of sukuk in Islamic finance and discusses different sukuk types and their uses in modern finance. The program also highlights shari'ah parameters for equity-screening, Islamic equity-market indexes, Islamic investment funds and Islamic certificate of deposit (ICDs)

### Contents

- Financial markets___ Basic concepts; Key players and instruments
- Key principles of Islamic investment and finance
- Evolution, practices, recent trends in Islamic capital markets
- Shari'ah appraisal of conventional financial market instruments; conventional bonds, equity shares, derivatives, stock market operations; sukuk vs conventional bonds,
- Sukuk, definition, structures, features, types, uses
- Case studies of some innovative sukuk structures
- Current issues and challenges related to sukuk market: legal, credit, shari'ah, trading
- Shari'ah-Screening of shares for Islamic investment; shari'ah-compliant stock, Islamic equity market indexes
- Islamic Investment Funds, Islamic Real Estate Investment Trusts, Islamic Exchange Traded Funds,
- Islamic Certificate of Deposit (ICDs)

**Targeted Audience**

slamic bankers, investment executives, project and corporate finance officers, marketing officers, Portfolio Managers

**Prerequisites**

Introduction to Islamic Banking (Course No. 1702)

**Duration**

2 Days

**Methodology**

Lecture, presentation, discussion, exercises and case studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 05/04/2017 \| 06/04/2017<br>27/09/2017 \| 28/09/2017 | 17/05/2017 \| 18/05/2017<br>18/10/2017 \| 19/10/2017 | 03/05/2017 \| 04/05/2017<br>06/12/2017 \| 07/12/2017 | - |

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# ISLAMIC BANKING PROGRAMS

## Islamic Banking Products

Course No:1706

### Overview

The course aims to develop among the participants in-depth knowledge of Islamic banking products and operations and critically examines the main differences between products offered by Islamic banks and conventional banks. As Islamic banking products and services are exclusively based on shari'ah nominated contracts, each product is explained in line with the shari'ah contracts used in products structure. The course shall thus provide the participants a sound knowledge of Islamic banking products engineering that shall help them to market their products in full confidence with clear understanding and to the satisfaction of the clients' queries

### Contents

- Review of the main shari'ah concepts in Islamic banking and finance
- Deposit products and fund management: current account; saving account; types of investment deposits based on mudarabah; wakalah and murabahah
- Card Products in Islamic Banks Fee-based and profit based cards
- Consumer and personal finance products based on murabahah, salam, tawarruq, services Ijarah
- Home Finance Products based on standard ijarah, forward ijarah, istisna'a, diminishing musharakah
- Equity- Products based on mudarabah and musharakah
- Risks related to products and ways to mitigate the risks

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Banks employees who need to be introduced to Islamic banking products and services | Introduction to Islamic Banking (Course No. 1702) | 2 Days | Lecture, presentation, discussion, exercises and case studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 03/05/2017 \| 04/05/2017 | 16/08/2017 \| 17/08/2017 | 21/02/2017 \| 22/02/2017 | - |

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## Risk Management in Islamic Banks

Course No:1710

### Overview

The course aims to provide comprehensive understanding of the Islamic perspectives on risks and its management. It familiarizes the participants with the types of risks involved in Islamic modes of financing and suggests ways to mitigate these risks. The participants shall develop a sound understanding of the risks facing Islamic banks and analyze the techniques and tools used for risk management by Islamic financial institutions.

### Contents

- An overview of the financial risks; Islamic perspective on risk management
- Risks exposure in Islamic banks: Credit risks, operational risks, market risks, investment return risks, liquidity risks, shari'ah-intrinsic risks etc.
- Islamic Financial Services Board (IFSB) guidelines on risk management for Islamic financial institutions
- Types of risks involved in Islamic modes of financing and ways to mitigate the risks
- Basel III Accord and Islamic banks
- Shari'ah appraisal of conventional risk management tools: Forward, Futures, Options from Islamic perspective
- Islamic Hedging Instruments: Forex wa'd, Islamic options, Islamic profit rate swap, etc.
- Credit risk management in Islamic Banks
- Operational risk management in Islamic Banks

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Treasury, credit, operational risks, compliance officers and senior bankers in various functional areas who need to acquire good knowledge in risk management framework for Islamic banking and financial services industry. | Introduction to Islamic Banking (Course No. 1702)<br><br>Islamic Banking Products (Course No 1706) | 3 Days | Lecture, presentation, discussion, exercises and case studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 12/11/2017 \| 14/11/2017 | 07/05/2017 \| 09/05/2017 | 11/04/2017 \| 13/04/2017<br>22/10/2017 \| 24/10/2017 | - |

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## Islamic Trade Finance

Course No:1712

### Overview

The course aims to provide the participants with sound understanding of shari'ah principles and contracts related to Islamic trade finance. The participants shall learn how Islamic techniques are used in local and international trade operations. Upon completion of the course the participants shall identify the principles, practical aspects, advantages and latest issues of Islamic trade finance and appreciate the importance of Islamic trade finance instruments and services for trading activities.

### Contents

- Introduction to trade finance and Islamic principles of trading
- Islamic trade finance instruments and services and the underlying contracts
- Instruments used to finance imports & exports (Conventional & Islamic), Islamic Letter of Credit
- (LCs) VS Conventional LCs
- Letters of Credit & Uniform Commercial Practices (UCP 600); Islamic LCS and UCP 600
- Documentary credits in Islamic banks, Working capital finance
- Letter of guarantees in Islamic banks
- Islamic shipping guarantees
- Documentation, default treatment and fraud prevention measures

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Bankers with experience in trade and credit department in banks; credit officers, risk managers and marketing executives who want to gain insight on Islamic trade finance principles and instru- | None | 2 Days | Lecture, presentation, discussion, exercises and case studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 14/05/2017 \| 15/05/2017<br>10/12/2017 \| 11/12/2017 | 04/10/2017 \| 05/10/2017 | 26/04/2017 \| 27/04/2017<br>05/11/2017 \| 06/11/2017 | - |

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E-Banking Application Programs

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# E-BANKING APPLICATION PROGRAMS

The category aims at improving the skill sets of the partici pants in the various facets of Information Technology ap plication in Banking. The focus areas include ebanking, computer security and analytical application of MS office tools.

# E-BANKING APPLICATION PROGRAMS

## Application of Ms Excel

Course No:1801

### Overview

To familiarize the participants with the use of excel as a tool for enhancing the daily uses of excel in banking and finance. This course provides trainees with an overview of the features and functions of Microsoft Office Excel 2010 - 2013.

### Contents

- Create workbooks
- Modify workbooks
- Customize the Excel 2007 program window
- Enter and revise data
- Modify worksheets
- Move data within a workbook
- Find and replace data
- Correct and expand upon worksheet data
- Format cells
- Define styles
- Apply workbook themes and table styles
- Make numbers easier to read
- Create charts
- Define a table
- Name groups of data
- Create formulas to calculate values
- Add headers and footers to printed pages
- Prepare worksheets for printing

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| IT Dept, Secretaries, Management, Call Center staff. HR Dept. | None | 2 Days | Presentations, Illustrations, Exercises, Recent Case Studies, Multimedia (Video) |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 19/03/2017 \| 20/03/2017<br>25/10/2017 \| 26/10/2017 | 28/02/2017 \| 01/03/2017<br>06/09/2017 \| 07/09/2017 | 22/01/2017 \| 23/01/2017<br>19/09/2017 \| 20/09/2017 | 16/08/2017 \| 17/08/2017 |

| Al Ain | RAK |
|---|---|
| 19/04/2017 \| 20/04/2017 | - |

## Computer Crimes and Security System

Course No:1804

### Overview

To provide participants with the knowledge to understand Computer & Internet Crimes and how they target banks through case studies and How to defend against them.

### Contents

- Overview of computer & Internet Crimes
- Types of Computer & Internet Crimes
- Cyber Threats targeting Banks
- Online Banking Fraud
- Role of Money Mules
- Recent Cases against Banks
- Best Practices to Prevent Online banking Fraud
- ATM Fraud & Security
- Phone banking Fraud
- Data Breach Response Guide
- The global threat landscape – U.A.E
- Cyber Crime New Trends
- Mobile Banking

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| IT security, Web Admin., E-Banking & Mobile banking & Call Center staff, Legal, Audit, Fraud Prevention, Compliance & Risk Management Departs. | None | 2 Days | Presentations, Illustrations, Exercises, Recent case studies, Multimedia (Video) |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 16/08/2017 \| 17/08/2017 | 19/09/2017 \| 20/09/2017 | 07/03/2017 \| 08/03/2017 | - |

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## E-Banking

Course No:1807

### Overview

As customers increasingly demand and use a variety of electronic channels to perform financial transactions, the ways in which fraudsters and hackers can conduct attacks proliferate. In consumer and corporate banking services, authenticating the customer and the transaction are key steps to ensuring proper access and protection.

### Contents

- Introduction to electronic banking
- E-banking services ( ATM, Phone Banking, Internet banking & Mobile Banking )
- Authentication Methods in Electronic Transactions
- Payment systems / POS
- Major Issues of E-security
- Risks in E banking

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| IT security, Web Admin, E-banking& Mobile banking & call Center staff, Legal ,Audit, Fraud prevention, Compliance& Risk management Departs | None | 3 Days | Presentations, Illustrations, Exercises, Recent case studies, Multimedia (Video) |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 14/03/2017 \| 15/03/2017 | 20/08/2017 \| 21/08/2017 | 17/05/2017 \| 18/05/2017 | - |

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## Financial Modeling

Course No:1808

### Overview

Financial Modeling is very critical for the financial industry. This course will enable participants to effectively apply excel techniques to a wide variety of financial models. A number of key skills will be addressed such as scenario management techniques and data validation to control inputs.

### Contents

- What are financial models?
- Types of Financial Models-Pricing, Investment, Funding, Trading, Risk, Simulation, Financial Statements
- Design of financial models-Objectives, drivers, assumptions, sub-models, stress testing, presentation, metrics
- Excel functions to support financial models-Sensitivity analysis with scenario manager and data tables-Pivot tables-Solver
- Financial Statements forecasting
- Financial Planning and Investments, Loan Schedules
- Bond Pricing and duration
- Risk and Simulation
- Sensitivity Analysis

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Participants will be from Corporate Banking, Risk Department and Investment Banking | 1801 - Application of MS Excel | 3 Days | Presentation, lecture, illustration, exercise and case studies. |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 10/09/2017 \| 12/09/2017 | 16/04/2017 \| 18/04/2017<br>30/10/2017 \| 01/11/2017 | 28/02/2017 \| 02/03/2017<br>22/10/2017 \| 24/10/2017 | - |

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# E-BANKING APPLICATION PROGRAMS

## Application of MS Word Advanced

Course No:1810

### Overview

This course provides trainees with an overview of the more advanced features and functions of Microsoft Word. This course is intended for experienced information workers who want to learn advanced-level Word skills

### Contents

- Add hyperlinks
- Add bookmarks and cross-references
- Create and modify tables of contents
- Create and modify indexes
- Understand mail merge
- Prepare main documents
- Send personalized e-mail messages to multiple recipients
- Create and print labels
- Send documents directly from Word
- Add and review comments
- Track and manage document changes
- Compare and merge documents
- Password-protect documents
- Control changes
- Work with styles and templates
- Change default program options
- Customize the ribbon
- Customize the Quick Access Toolbar

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| IT Dept, Secretaries, Management, Call center staff | None | 2 Days | Presentations, Illustrations, Exercises, Recent case studies, Multimedia (Video) |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 07/03/2017 \| 08/03/2017<br>22/11/2017 \| 23/11/2017 | 26/03/2017 \| 27/03/2017 | 26/04/2017 \| 27/04/2017<br>13/09/2017 \| 14/09/2017 | - |

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## Powerful Presentation through Technology

C o urse No:1811

### Overview

In today's technical world, there are many different technology strategies companies can use to deliver a message effectively, from simple slide presentations to live videos with different tools. This will give you a basics of several popular technologies and the different strategies that presenters have to deliver a professional presentation

### Contents

- MS PowerPoint
- Google Slides
- Online Presentation
- Illustration through charts and videos
- Prezi – creative presentation tool
- Other effective presentation tools (Clear slide / slide rocket, keynote etc.)

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| IT Dept, Secretaries, Management, Marketing / sales managers | None | 2 Days | Presentations, Illustrations, Exercises, Multimedia (Video) |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 12/02/2017 \| 13/02/2017 | 21/05/2017 \| 22/05/2017 | 11/10/2017 \| 12/10/2017 | - |

| Al Ain | RAK |
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## Application of Ms Excel –Advanced

Course No:1812

### Overview

Microsoft Office is today, the most popular Office Automation software. This program enables users to acquire the necessary knowledge and skills to use work enhancing features of Microsoft Excel ineffectively and to get them familiar with these functions in a safe learning environment. Once it is completed, their familiarity and confidence in using the advanced feature of Excel 2010 will increase, making Excel 2010 a more useful tool for everyon e uses of excel in banking and finance.

### Contents

- Creating Pivot Charts
- Solving Formula Errors
- Inserting Objects
- Using What-If Analysis
- Creating Charts
- Creating Pivot Tables
- Grouping and Outlining Data
- Ms. Excel Dates and times
- Ms. Excel Macros.

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| It is suitable for banker's staff that has been using Excel for some time, and feels confident with using it. | 1801: Application of Ms Excel | 2 Days | This instructor-led course provides classroom lecture topics and the practical application of Ms Excel 2010-2013 through demonstrations, practices, and hands-on exercises, followed by a small case study on the last day. |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 17/05/2017 \| 18/05/2017<br>15/11/2017 \| 16/11/2017 | 05/04/2017 \| 06/04/2017<br>27/09/2017 \| 28/09/2017 | 12/04/2017 \| 13/04/2017<br>03/12/2017 \| 04/12/2017 | 23/08/2017 \| 24/08/2017 |

| Al Ain | RAK |
|---|---|
| 07/05/2017 \| 08/05/2017 | 22/10/2017 \| 23/10/2017 |

## Risk Management and Compliance Programs

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# RISK MANAGEMENT AND COMPLIANCE PROGRAMS

This category is focused on ensuring effective risk management and complianceactivities in the various domains of Banking. The key areas include Anti money laundering, various compliance aspects, all facets of Risk management rangingfrom Credit risk to liquidity risk and Basel norms

# RISK MANAGEMENT AND COMPLIANCE PROGRAMS

## Anti-Money Laundering: Law, Regulations & Best Practices

Course No:1901

### Overview

Familiarize participants with the nature, processes and volume of money laundering and its risks. Current international, regional and local initiatives to combat and manage risks of money laundering. The legal frame work of combating money laundering in UAE and central bank circulars to the banks.

### Contents

- Nature of Money Laundering
- History and processes of money laundering
- Volumes and risks of the money laundering
- International standards on AML - FATF, UN initiatives and others
- Latest AML cases: International / UAE
- AML compliance Management System
- UAE initiatives (Federal law, central bank circulars, focus areas of AML risk)

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| All Staff of the bank who would like to get the in-depth knowledge of AML | None | 2 Days | Lecture, group discussion, and case studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 25/10/2017 \| 26/10/2017<br>25/01/2017 \| 26/01/2017<br>29/08/2017 \| 30/08/2017 | 05/02/2017 \| 06/02/2017<br>15/10/2017 \| 16/10/2017 | 12/03/2017 \| 13/03/2017<br>10/05/2017 \| 11/05/2017<br>19/11/2017 \| 20/11/2017 | 29/10/2017 \| 30/10/2017 |

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| 03/12/2017 \| 04/12/2017 | 16/08/2017 \| 17/08/2017 |

## Compliance Insights in Banks

Course No:1903

### Overview

Compliance is becoming important as it will not only prevent losses from inefficient financial processes and avoiding regulatory sanctions rather it will provide management with information needed for strategic planning and moving ahead. This program will enable participants to Understand the compliance function in banks, Determine laws, regulations, circulars, policies and procedures that bank has to comply with and Benefits of compliance and problems of non- compliance.

### Contents

- The compliance functions
- The importance of compliance
- Compliance Management System
- Benefits of compliance and Consequences of non-compliance
- Laws, regulations, circulars, internal policies
- High risk compliance functions
- Compliance sensitive businesses

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Internal Audit and compliance officers, Operational Risk and Internal control officials, Corporate and SME Bankers, Relationship Managers | None | 2 Days | Presentation, discussion, and real case analysis |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 12/03/2017 \| 13/03/2017<br>07/11/2017 \| 08/11/2017 | 13/09/2017 \| 14/09/2017 | 17/05/2017 \| 18/05/2017<br>17/12/2017 \| 18/12/2017 | - |

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| 11/10/2017 \| 12/10/2017 | - |

## Detection of Forgery and Counterfeiting

Course No:1906

### Overview

Forgery, documents screening and verification is becoming a skill that should be enhanced with techniques to be used to enable bankers to prevent fraudulent transactions in the bank and the detection of counterfeiting and forged note. Other documents like cheques, plastic cards, ID's and other documents which lies in everyday banking transactions is also covered.

### Contents

- Payment Instruments Fraud (banknotes counterfeiting, cheques and credit cards fraud)
- Documents screening and verification. (ID fraud, security, technical and tactical profiling)
- Signature forgery and verification.
- Check Fraud Prevention
- Identity Theft
- Employee Fraud Red Flags
- Insider Threat
- Identity Document Fraud

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Tellers, customer services, credit and audit department | None | 2 Days | Presentation, discussion, and real illustrations |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 27/09/2017 \| 28/09/2017 | 19/04/2017 \| 20/04/2017<br>29/08/2017 \| 30/08/2017 | 26/02/2017 \| 27/02/2017<br>22/11/2017 \| 23/11/2017 | - |

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## Financial Crimes in Banks

Course No:1907

### Overview

Financial crime threatens the safety and soundness of financial systems world-wide. In some cases, these crimes threaten the security and safety of the nation. Recent events and penalties have resulted in Financial Crime moving to the forefront of financial industry concerns and this poses particular challenges for Senior Management, Compliance Officers and Internal Auditors who are all struggling to come to terms with this 'monster. Although financial criminals are often well-organized and persistent, bankers and citizens can take proactive steps to thwart their attempts.

### Contents

- The Background and Nature of Financial
- Crime- Six types of Financial Crime
- Predicate Offences
- Money Laundering/Terrorist Financing
- Sanctions Evasion
- Corruption/Bribery
- Unauthorized Banking( as per OCC)
- Financial Crime in Correspondent Banking & Private Banking
- Cyber crime
- Financial Crimes in Trade Finance
- Financial Crime Lifecycle- Compliance,
- Prevention and Detection, Investigation and Remediation
- Risk-Based Approaches to Combating Financial Crime
- Big Data's Role in Fighting Financial Crime
- Legal and Regulatory Framework:
- Wolfsberg Groups Guidance on Financial
- Crime Risk Assessment

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Professional from Treasury, Risk, Compliance, Internal Audit and Strategic management. | 1911: Risk Management in Banks | 2 Days | Lecturing, examples, illustrations and cases |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 21/03/2017 \| 22/03/2017 | 16/08/2017 \| 17/08/2017 | 17/05/2017 \| 18/05/2017<br>22/11/2017 \| 23/11/2017 | - |

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# RISK MANAGEMENT AND COMPLIANCE PROGRAMS

## Liquidity Risk Management

Course No:1909

### Overview

This program will enable participants to Understand the types of liquidity risks and identify their causes. Enhance their Ability to measure liquidity risk and asset liquidity. Use the available techniques to manage liquidity risk. Understand and comply with Basel recommendations to manage liquidity risk.

### Contents

- Liquidity and solvency
- Types of liquidity risk
- Causes of liquidity risk
- Measures of liquidity risk
- Measures of asset liquidity
- Managing liquidity risk
- Liquidity Contingency Plan
- Basel III recommendations for liquidity risk management

**Targeted Audience**
Professional from Treasury, Risk, Compliance, Internal Audit and Strategic management.

**Prerequisites**
1911: Risk Management in Banks

**Duration**
2 Days

**Methodology**
Lecturing, examples, illustrations and cases

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 07/03/2017 \| 08/03/2017 | 26/04/2017 \| 27/04/2017 | 25/10/2017 \| 26/10/2017 | - |

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## Operational Risk Management

Course No:1910

### Overview

This course introduces the concept of Operational Risk and discusses events that trigger losses in banks due to operational loss events. It covers the Basel Committee recommendations on the Regulatory Treatment of Operational Risk and its management.

### Contents

- Introduction to Operational Risk & Linkages to other risks
- Identification of Operational Risk events /businesses
- Measurement of Operational Risk
- Mitigation of Operational Risk
- Operational Risk treatment
- Monitoring of Operational Risk – Key risk indicators , RCSA
- BIS Principles on operation risk Management
- COSO Principles of Internal Controls

**Targeted Audience**
Operations management staff, IT executives, Operational Risk Managers, Back-Office Managers, Settlement Officers, Internal Auditors, Risk Auditors

**Prerequisites**
1911 - Risk Management in Banks

**Duration**
2 Days

**Methodology**
Lectures, Discussion and case studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 28/02/2017 \| 01/03/2017<br>19/09/2017 \| 20/09/2017 | 12/04/2017 \| 13/04/2017 | 05/11/2017 \| 06/11/2017 | - |

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## Risk Management in Banks

Course No:1610

### Overview

Financial institutions have been using risk management tools to control their risks. No longer is it seen purely as a control mechanism – but as a critical input into the business. Every transaction should be assessed in terms of the increase in risk to the institution, with the assurance that the pricing of that transaction will generate a suitable return to compensate for the risk. Such a risk culture is reinforced by Basel Accords, due to be implemented in many countries.

### Contents

- Overview of risk management, including Basel Accords
- CBUAE regulations to protect depositors
- Identification of financial & non-financial risks
- Management of Risk :
  - o Credit risk
  - o Operational Risk
- Compliance Risk
  - o Market Risk
  - o Liquidity Risk
  - o Interest Risk
- Basel accords measures to calculate Capital required to cover risks
- Basic Principles of RAROC

**Targeted Audience**
Risk management professionals, Compliance, corporate bankers, Branch Managers, Treasury and Internal Audit professionals

**Prerequisites**
None

**Duration**
3 Days

**Methodology**
Lectures, Discussion and case studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 19/02/2017 \| 21/02/2017<br>21/05/2017 \| 23/05/2017 | 30/04/2017 \| 02/05/2017 | 24/04/2017 \| 26/04/2017<br>12/11/2017 \| 14/11/2017 | 14/05/2017 \| 16/05/2017 |

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## Market Risk Management

Course No:1913

### Overview

Market risk refers to the losses in on and off balance sheet items arising from movements in market prices. This program aims at exploring the different areas of market risk to enable candidates to verify the nature of each of them and be able to measure them in their activities. To understand the different Methodologies to mitigate those risks. Finally, understand the measures that had been made by the Basel committee to manage market risk in financial institutions

### Contents

- The nature of Market Risk within the context of risk management
- Major areas of market risk; interest rate risk, exchange rate risk, commodity price risk, equity price risk.
- Market risk Measurement
- Market risk Management Models
- Market risk Mitigation
- Market risk under Basel accords

**Targeted Audience**
Treasury, investment, risk professionals and Internal audit department

**Prerequisites**
1911: Risk Management in Banks

**Duration**
2 Days

**Methodology**
Lectures, models, exercises and case studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 05/04/2017 \| 06/04/2017 | 12/11/2017 \| 13/11/2017 | 01/11/2017 \| 02/11/2017 | - |

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# RISK MANAGEMENT AND COMPLIANCE PROGRAMS

## Credit Risk Management

Course No:1914

### Overview

Credit risk is the most fundamental of risks. It is the potential that a bank borrower or counterparty will fail to meet its obligations in accordance with agreed terms. This program aims at enabling candidates to define credit risk and be able to identify the on and off balance sheet areas of credit risk, to be able to use the different techniques and models to credit risk rating and measurement. Develop a credit risk mitigation strategy. Finally, understand the measures that had been made by the Basel committee to manage credit risk in financial institutions

### Contents

- The nature and causes of Credit Risk
- Types of Credit Risk
  - o Concentration Risk
  - o Migration Risk
  - o Settlement Risk
- Credit risk rating models
- Credit risk under Basel accords
  - o Standardized model
  - o Internal Rating Based model
- Credit risk mitigation techniques
- Prudential Norms
- Risk based pricing and RAROC

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Credit Risk Analysts, Risk Professionals, Internal Audit staff, Relationship Managers, Corporate bankers | 1911: Risk Management in Banks<br>1204 : Financial Statement Analysis – Basic | 2 Days | Lectures, models, exercises and case studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
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| 04/10/2017 \| 05/10/2017 | 26/03/2017 \| 27/03/2017<br>21/05/2017 \| 22/05/2017 | 15/03/2017 \| 16/03/2017<br>26/11/2017 \| 27/11/2017 | - |

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## Basel Accords Compliance Insights – Basic

Course No:1915

### Overview

All banks nowadays, are required to comply with the measure that have been set by the Baselcommittee with regard to capital adequacy ratios needed to cover unexpected risks. This program aims at introducing the primary requirements for covering risks in banks. The three pillars of Basel and the risk areas banks may be exposed to.

### Contents

- Introduction to Basel capital adequacy norms
- The need for Bank Capital
- Basel II – Three pillars
  - o Capital Adequacy norms
  - o Standardized approach for credit risk weighted assets
  - o Basic Indicator approach for Operational Risk
- Risk Mitigations
- Basel III – Overview

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Credit and Risk professionals, Basel officers, Compliance and Internal audit staff, Treasury staff and corporate bankers | 1911: Risk Management in Banks | 2 Days | Lectures, models, exercises and case studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
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## Basel Accords Compliance Insights – Advanced

Course No:1916

### Overview

The Central Bank of UAE is regarding the adoption of advanced approaches of Basel accords compliance as part of its reform measures to the banking industry in UAE. This programs aims at introducing the different techniques to calculate CAR for credit risk, market risk, operational risk and liquidity risk as they constitute the measure that should be satisfied by banks. Enable candidates to develop models in measure those risks.

### Contents

- Overview of Basel II
- Internal Rating based method
- Capital requirements for market risk
- Measuring operational risk using standardized method
- Pillar Two - ICAAP and Supervisory Review Process
- Pillar Three - Market Discipline
- Basel III – Modifications
- Introduction to IFRS 9 – Financial Instruments

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Credit and Risk Professionals, Basel officers, compliance and Internal Audit Professionals, Corporate bankers | 1915: Basel Accords Compliance insights - Basic | 2 Days | Lectures, models, discussions, exercises and case studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
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## Risk Based Audit

Course No:1917

### Overview

Risk based audit is superior to traditional audit approaches, it focuses on risks, the underlying causes of financial surprises, not just the accounting records and shifts the focus from inspecting the quality of the financial information to building it into the financial reporting process. This program aims at enabling candidates to address risks the bank and their financial reporting and assessing of the quality of operations and financial reporting together with identification of risk areas and recommend ratifying measures.

### Contents

- Overview of Risk Based Internal Audit
- Basel Guidelines on Internal Audit
- IIA standards
- Identification of Risks – Financial & Non-Financial
- Heat maps to identify high risk areas
- Audit of governance, Risk Management, Internal Controls
- Risk Based supervision - linkages with Risk Based Internal Audit

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Risk, Compliance and Internal audit professionals, Corporate Bankers | 1911: Risk Management in Banks | 2 Days | Lectures, Discussion and case studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
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# RISK MANAGEMENT AND COMPLIANCE PROGRAMS

## Signature Forgery and Documents Screening

Course No:1919

### Overview

To provide participants with the Knowledge and techniques to be able to detect Forged Signatures and screen documents

### Contents

- Introduction to Signature Forgery
- Characteristics of Genuine Signatures
- Signature Identification Factors
- Signature Forgery Techniques
- Signature Forgery Clues
- Signature Verification Process
- Detection of Forged Signatures
- Thumb Prints
- Document Examination
- Document Verification Checklist
- Tactical and technical profiling
- Forged documents
- Application Fraud Exercises

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| All bank personnel who verify signatures and screen documents including tellers, legal, audit, Fraud Prevention , Compliance and Risk Management Departments | 1911: Risk Management in Banks | 3 Days | Presentations, Illustrations, Exercises, Case Studies, Multimedia (Video) |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
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| 28/02/2017 \| 02/03/2017 | 05/11/2017 \| 07/11/2017 | 04/04/2017 \| 06/04/2017<br>26/11/2017 \| 28/11/2017 | - |

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## Key Risk indicators in Risk Management

Course No:1921

### Overview

Risk indicators are an important tool used to support a range of risk management activities in banks including risk identification, control, assessment etc. indicators used to monitor identified risk exposure over time. Every bank should have a system of an early warning to support its risk management function. This program takes our colleagues in banks towards this important concepts to be used effectively in their banks.

### Contents

- Risk indicators defined and importance.
- Selecting key risk indicators.
- Managing risk indicators.
- Prioritizing risk indicators – Heat maps
- Controlling, mitigating, reporting and monitoring.
- Examples of key risk indicators across the bank departments.

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Risk and compliance professionals , corporate bankers and Internal audit professionals, | 1911 - Risk Management in Banks | 2 Days | Lectures, Discussion and case studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
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| 12/04/2017 \| 13/04/2017 | 26/03/2017 \| 27/03/2017 | 13/09/2017 \| 14/09/2017 | - |

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## FATCA rules and regulations

Course No:1922

### Overview

The Foreign Account Tax Compliance Act (FATCA) is a new US law aimed at foreign financial institutions (FFIs) and other financial intermediaries to preven t tax evasion by US citizens and residents through the use of offshore accounts. It represents a complex and costly compliance task being forced upon financial services firms globally by the U S tax authorities.

### Contents

- Summary of FATCA developments
- Defining US Accounts
- Intergovernmental approach – Model 1 IGA & Model 2 IGA
- FATCA's IGAs with the UAE and the Middle East Region
- Defining Reportable Financial Institutions
- Reporting & withholding requirements
- Operational Impact and due diligence requirements for UAE banks and financial institutions-FATCA Statuses-Account Onboarding Procedures-Validity Periods -Document Specifications
- Effects of non-compliance

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| All the bank staff who is in the compliance, taxation, and legal department | None | 2 Days | Lectures, Case Studies, Group discussions |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
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## Anti-Money Laundering (Refresher)

Course No:1923

### Overview

Banks have always been the target of criminals to launder their money. Although, most bankers are now well aware about their roles and responsibilities; still bankers should from time to time go for refreshing programs to update their knowledge with the latest initiatives both locally and internationally to combat money laundering and terrorist financing. This one day short programs brings those things to the bankers to keep them updated and alert all the time to combat money laundering.

### Contents

- Introduction to Money Laundering
- Methods used by criminals.
- Bankers responsibilities under
- UAE law.UAE central bank circulars.
- KYC,CDD, and EDD.
- The risk based approach and red flags
- Reporting suspicious transactions
- International and local recent cases.

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Banking staff who had attended AML programs one or two years back but need to refresh their knowledge with latest initiatives and practice regarding combating money laundering and terrorist financing. | 1911: Risk Management in Banks | 1 Day | Presentation, Discussions, and Case Studies. |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
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# RISK MANAGEMENT AND COMPLIANCE PROGRAMS

## Stress testing and modelling

Course No:1924

### Overview

This course would provide an overview of objectives and principles of ICAAP frame-work prescribed under Pillar II of Basel standard with a specific focus on sensitivity and scenario test cases under stress testing framework under regulatory guidelines and best practices.

### Contents

- ICAAP Framework
- Stress Testing Framework
- Credit Risk Stress Testing Components
- ALM Stress Testing Components
- Market Risk Stress Testing Components
- Developing stress testing model

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Risk, compliance, treasury and credit staff at managerial level | 1915: Basel Accords Com-pliance Insights - Basic<br>1916: Basel Accords Com-pliance Insights - Advanced | 3 Days | Lecture, Discussion and Case Studies. |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
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| 13/09/2017 \| 14/09/2017 | 08/10/2017 \| 09/10/2017 | 14/05/2017 \| 15/05/2017 | - |

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## Corporate Governance – Advanced

Course No:1925

### Overview

The issue of corporate governance receives very high attention. Valuable lessons have been learned from the series of corporate collapses around the world. This training attempts to draw the attention of participants to the UAE Code and the Corporate Governance best practices around the World

### Contents

- What is Corporate Governance?
- Importance of Corporate Governance
- International Corporate Governance Standards
  - o UAE Regulations
- The Role of Board
- Disclosure, Transparency and Independency
- The Role of other Stakeholders in Corporate Governance
- Global Trends in Corporate Governance-Future of Corporate Governance

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Risk Professionals, Secretaries to Boards, Corporate Bankers, Investment Banking Officials, Directors on Boards, Finance Staff, Heads of Business | None | 2 Days | Lecture, Discussion and Case Studies. |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
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## Compliance and Risk Management for BOD

Course No:1926

### Overview

Financial crisis seriously challenged Bank Boards for better oversight of Bank's Compli-ance Management & Risk Management. This program outlines the best practices in Risk and Compliance Management

### Contents

- Regulatory Framework
- Bank Safety and Soundness-CAMELS
- Promote a Risk Management Culture-Tone at The Top
- Oversight of Risk Management
- Review of Three Pillars of BASEL 2
- Scenario Analysis
- Review Contingency and Disaster Recovery Plans & Contingency Funding Planning
- Review other major risk concentrations
- COSO-Entity Level Controls

| Targeted Audience | Prerequisites | Duration | Methodology |
|---|---|---|---|
| Board of Directors | - | 1 Day | Group Discussions, Slides and case Studies |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
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Financial Services eLearning



# Financial Services eLearning

Knowledge by Design

# FINANCIAL MARKETS COURSES

**Introduction to Financial Markets**
Financial Markets - An Introduction
Money Markets - An Introduction
Foreign Exchange (FX) Market - An Introduction
Bond Markets - An Introduction
Bond Markets - Issuing & Trading
Equity Markets - An Introduction
Equity Markets - Issuing

**Business of Banking**
Business of Investment Banking
Business of Retail Banking

**Understanding the Corporate Banking Business**
Corporate Banking - An Introduction
Corporate Banking - Marketplace
Corporate Banking Products - An Introduction
Corporate Banking Relationship Management - An Introduction
Corporate Banking Relationship Management in Practice

**Building Blocks**
Interest Calculations
Time Value of Money
NPV & IRR
Probability
Distributions & Hypothesis Testing
Estimating Volatility
Correlation & Regression Analysis
Calculus
Indices, Exponents, Logs, & Geometric Series
Building Blocks in Excel
Excel Interactive - Logs
Excel Interactive - Measures of Central Tendency
Excel Interactive - Volatility
Excel Interactive - Normal Distribution
Excel Interactive - Skewness & Kurtosis
Excel Interactive - Covariance & Correlation
Excel Interactive - Regression Analysis

**Money Markets**
Interbank Market
Interest Rates & Benchmarks
Money Market Securities - An Introduction
Money Market Securities - Pricing
Repurchase Agreements (Repos)
Money Market Funds
Bank Funding & Position Management
Scenario - A Day in the Life of a Money Market Trader

**Foreign Exchange**
The Foreign Exchange Business
FX Spot Market - An Introduction
FX Spot Market - Trading
FX Forward Market - An Introduction
FX Forward Market - Calculating Swap/Forward Points & Cross Rates
FX Forward Market - Uses of Outrights & FX Swaps
Swaps - Asset Swaps - Pricing
Swaps - Differential Swaps
Swaps - Overnight Indexed Swaps

**Equity Derivatives**
Equity Derivatives - An Introduction
Equity Derivatives - Types
Convertibles - An Introduction
Convertibles - Introduction to Convertible Valuation
Contingent Convertibles (CoCos)
Warrants - An Introduction
Warrants - Pricing
Equity Derivatives - Equity Index Swaps
FX Forward Market - Short-Dated Outrights & FX Swaps
FX Forward Market - Cross-Currency Borrowing & Investing
FX Forward Market - FX Swap Trading
FX Forward Market - Non-Deliverable Forwards (NDFs)
Foreign Exchange - Factors Influencing Exchange Rates
Scenario - Using FX Swaps & Outrights for Cash Flow Management

**Credit Derivatives**
Credit Derivatives - An Introduction
Credit Derivatives - Single-Name CDS
Credit Derivatives - CDS Indices
Credit Derivatives - CDS Valuation
Credit Derivatives - CDS Documentation & Settlement
Credit Derivatives - Variations
Scenario - CDS Relative Value Trading

**Securitization**
Securitization - An Introduction
Securitization - Mortgage-Backed Securities (MBS)
Securitization - European Mortgage-Backed Securities
Securitization - Commercial Mortgage-Backed Securities
Securitization - Asset-Backed Securities (ABS)
Securitization - Credit Card ABS
Securitization - CDOs - Structures & Ratings
Structured Derivative Notes & Swaps
Range Accrual Structures
Inverse FRNs
Capped & Collared FRNs
Trigger Structures
Power Reverse Dual Currency (PRDC) Notes
Target Redemption Notes (TARNs)
CMS Option Structures

**Equities**
Equities - Trading
Dark Pools
Algorithmic Trading
High Frequency Trading (HFT)
Equity Program Trading
Equities - Research & Valuation
Equities - Returns-Based Valuation
Equity Portfolio Management - Risk & Return
Equity Portfolio Management - Indices & Hedging
Margin
US Equity Market
UK Equity Market
European Equity Markets
Hong Kong Equity Market
Singapore Equity Market
Canadian Equity Market
Japanese Equity Market

**Fixed Income**
Bond Prices & Yields
Duration & Convexity
Fixed Income - Credit Risk
Eurobonds - An Introduction
Eurobonds - Issuing & Investing
Floating Rate Notes (FRNs)
US Bond Market
UK Bond Market
European Bond Markets
Japanese Bond Market
Canadian Bond Market
Bond Strategies - Fundamentals

**Municipal Bonds (US)**
Municipal Bonds (US) - An Introduction
Municipal Bonds (US) - Types
Municipal Bonds (US) - Investing
Municipal Bonds (US) - Primary & Secondary Markets

**Fixed Income Analysis**
Bond Futures
Bond Futures Basis
Basis Trading
Zero-Coupon Bonds
High Yield Debt
Bond Hedging with Options
Bond Hedging with Swaps
Relative Value Trading - An Introduction
Relative Value Trading - Strategies & Risks

**Introduction to Derivatives**
Derivatives - An Introduction
Derivatives - Markets
Forwards & Futures - An Introduction
Swaps - An Introduction
Options - An Introduction
Scenario - Using Derivatives in Hedge Fund Strategies
Analysis of the Cash Flow Statement
Understanding Financial Reports
Accounting Basics for Finance Professionals

**Corporate Valuation**
Corporate Valuation - An Overview
Corporate Valuation - Public Comparables Analysis
Corporate Valuation - Acquisition Comparables Analysis
Corporate Valuation - Discounted Cash Flow (DCF) Analysis
Corporate Valuation - Merger Consequences Analysis
Corporate Valuation - Leveraged Buyout (LBO) Analysis

**Bank Treasury Management**
Treasury - Dealing Room Organization & Practices
Treasury Management - The Treasury Department
Treasury Management - The Finances of a Bank
Asset & Liability Management (ALM) - An Introduction
Asset & Liability Management (ALM) - Interest Rate Risk
Asset & Liability Management (ALM) - Options, FTP, & Firm Value

**Risk Management**
Risk Management - An Introduction
Risk - Measurement & Management
Interest Rate Risk - Identification & Measurement
Interest Rate Risk - Management
Market Risk - Identification & Measurement
Market Risk - Management & Regulation
Liquidity Risk - Identification & Measurement
Liquidity Risk - Management & Regulation
Counterparty Credit Risk (CCR) - An Introduction
Counterparty Credit Risk (CCR) - Measurement
Counterparty Credit Risk (CCR) - Management
Operational Risk - Identification & Measurement
Operational Risk - Management & Regulation
Stress Testing - An Introduction
Risk Management for Senior Executives

**Introduction to Credit Risk**
Credit Risk - An Introduction
Credit Risk - Types
Credit Risk - Measurement & Capital Requirements
Credit Risk - Lessons from the Financial Crisis

**Forwards & Futures**
Forwards & Futures - Pricing
Futures Markets
Forwards & Futures - Hedging (Part I)
Forwards & Futures - Hedging (Part II)
Forwards & Futures - Trading
Money Market Futures

**Yield Curves**
Building a Yield Curve
Futures - Building a Yield Curve (Even Periods)
Futures - Building a Yield Curve (Actual Dates)

**Options**
Options - Introduction to Option Valuation
Options - Future Asset Prices & Volatility
Options - Replication, Risk Neutrality, & Black-Scholes
Options - Beyond Black-Scholes
Options - Greeks (Part I)
Options - Greeks (Part II)
Options - Trading Strategies
Options - Managing an Option Portfolio

**Interest Rate & FX Options**
Caps & Floors - An Introduction
Caps & Floors - Pricing
Caps & Floors - Chooser & Double-Strike Structures
Swaptions
Callable Bonds
Bermudan Swaptions
Interest Rate Volatility
Options - Managing an Interest Rate Option Book
FX Option Trading

**Exotic Options**
Options - Exotic Options
Options - Barrier Options
Options - Average Rate Options
Options - Basket & Spread Options - An Introduction
Options - Basket Options - Evaluation & Evolution

**Interest Rate & Currency Swap Fundamentals**
Swaps - Applications
Swaps - Applications for Corporates
Swaps - Applications for Institutional Investors
Swaps - Pricing & Valuation (Part I)
Swaps - Pricing & Valuation (Part II)
Swaps - Credit Exposure
Swaps - Documentation & Settlement
Swaps - Book Management

**Interest Rate & Currency Swap Structures**
Swaps - Currency Swaps
Swaps - In-Arrears Swaps
Swaps - Constant Maturity Swaps
Swaps - Forward, Amortizing, & Zero-Coupon Swaps
Swaps - Asset Swaps - An Introduction
Credit Risk Measurement - EAD & LGD
Credit Risk Measurement - Capital Calculations
Credit Risk Measurement - Models

**Credit Risk Customer Management**
Credit Risk Customer Management - An Introduction
Credit Risk Customer Management - Credit Facilities
Credit Risk Customer Management - Structuring Credit Facilities
Credit Risk Customer Management - Covenants & Credit Decisions

**Credit Analysis**
Credit Analysis - An Introduction
Credit Analysis - Balance Sheet Analysis
Credit Analysis - Income Statement Analysis
Credit Analysis - Cash Flow Analysis
Credit Analysis - Performance & Other Measures
Credit Analysis - Forecasting
Credit Analysis - Other Factors
Scenario - Performing a Credit Analysis

# FINANCIAL MARKETS COURSES

**Credit Risk Mitigation**
Credit Risk Mitigation - An Introduction
Credit Risk Mitigation - Collateralization
Credit Risk Mitigation - Other Types of Mitigant
Credit Risk Mitigation - Management & Realization

**Problem Credit Management**
Problem Credit Management - An Introduction
Problem Credit Management - Early Stage Problem Credits
Problem Credit Management - Late Stage Problem Credits
Problem Credit Management - Accounting for Problem Credits

**Corporate Banking Products (Credit)**
Corporate Banking Products - Short-Term Finance
Corporate Banking Products - Accounts Receivable Finance
Corporate Banking Products - Term Finance
Corporate Banking Products - Asset-Based Finance
Corporate Banking Products - Trade Finance

**Inflation-Linked Instruments**
Inflation-Linked Instruments - An Introduction
Inflation-Linked Instruments - Pricing

**Corporate Finance**
Corporate Finance - An Introduction
Corporate Finance - Measuring Business Performance - Free Cash Flow
Corporate Finance - Measuring Business Performance Economic Profit
Corporate Finance - Cost of Capital
Corporate Finance - Capital Budgeting
Dividend Policy
Mergers & Acquisitions (M&A)
Corporate Finance - Acquisition Analysis

**Accounting**
Accounting - An Introduction
Analysis of the Balance Sheet
Letters of Credit - An Introduction
Letters of Credit - Types
UCP 600
Export Finance
Structured Trade Finance
Trade Finance Security
Incoterms 2010

**Value at Risk (VAR)**
VAR - An Introduction
VAR - Variance-Covariance Approach
VAR - Monte Carlo Simulation
VAR - Historical Simulation & Other Issues

**Life of a Trade**
Life of a Trade - An Introduction
Life of a Trade - Pre-Trade
Life of a Trade - Execution
Life of a Trade - Clearing & Settlement
Life of a Trade - Ongoing Position & Risk Management
Scenario – The Trade Lifecycle in Action

**Custody**
Role of a Custodian
Role of a Custodian in Trade Processing & Settlement
Corporate Actions - An Introduction
Corporate Actions - Major Types
Registrar & Transfer

**Prime Brokerage**
Prime Brokerage - An Introduction
Prime Brokerage - The Prime Broker's Viewpoint
Prime Brokerage - The Institution's Viewpoint

**Commodities**
Commodities - An Introduction
Commodities - Tr ading
Commodities - Gold & Other Precious Metals
Commodities - Oil
Commodities - Natural Gas
Commodities - Coal
Commodities - Electricity
Commodities - Non-Ferrous Metals
Commodities - Ferrous Metals
Commodities - Grains & Oilseeds
Commodities - Livestock
Commodities - Softs
Commodities - Emissions

**Islamic Banking & Finance**
Islamic Banking & Finance - An Introduction
Islamic Banking & Finance - Financial Instruments
Islamic Money & Capital Markets
Sukuk Market
Islamic Banking & Finance - Wealth Management

**Regulatory Environment**
Banking Regulation - An Introduction
Basel II & Basel 2.5
Basel III - An Introduction
Basel III - Capital
Basel III - Risk Coverage
Basel III - Liquidity & Leverage
Basel III - Pillar 2 & Pillar 3
Financial Authorities (US)
Financial Authorities (UK) - PRA & FCA
Financial Authorities (UK) - Bank of England
Financial Authorities (Europe)
Financial Authorities (Asia)
Markets in Financial Instruments Directive (MiFID)
Primer – MiFID II/MiFIR
Dodd-Frank Act - An Overview
Foreign Account Tax Compliance Act (FATCA)
European Market Infrastructure Regulation (EMIR)
Undertakings for Collective Investment in Transferable Securities (UCITS)
Alternative Investment Fund Managers Directive (AIFMD)

**Introduction to Macroeconomics**
Macroeconomics - Gross Domestic Product (GDP)
Macroeconomics - Monetary Policy
Macroeconomics - Fiscal Policy
Macroeconomics - Inflation
Macroeconomics - Unemployment
Macroeconomics - Balance of Payments

**Economic & Technical Analysis**
Economic Indicators - An Introduction
Economic Indicators - National Accounts
Economic Indicators - Business Cycles
Economic Indicators - Inflation & Employment
Technical Analysis - An Overview
Technical Analysis - Charting
Technical Analysis - Tools & Techniques

**Credit Risk Management**
Credit Risk Management - An Introduction
Credit Risk Management - Framework
Credit Risk Management - Stakeholders
Credit Risk Management - Strategic & Business Unit Management
Credit Risk Management - Credit Culture
Credit Risk Management - Risk/Reward
Credit Risk Management - Data & Reporting

**Credit Risk Appetite**
Credit Risk Appetite - An Introduction
Credit Risk Appetite - Customer & Industry Risk
Credit Risk Appetite - Product & Country Risk

**Credit Risk Measurement**
Credit Risk Measurement - An Introduction

**Introduction to Asset Management**
Investment - An Introduction
Asset Management - An Introduction
Asset Allocation - An Introduction
Primer - Factor-Based Investing

**Portfolio Theory**
Market Efficiency - The Concept
Market Efficiency - The Evidence
Portfolio Theory - The Markowitz Model
Portfolio Theory - Single-Index & Multi-Index Models
Portfolio Theory - The Capital Asset Pricing Model (CAPM)
Portfolio Theory - Arbitrage Pricing Theory (APT)
Portfolio Theory - Performance Measurement Models
Portfolio Management - Passive & Active Strategies

**Asset Allocation**
Asset Classes (Part I)
Asset Classes (Part II)
Strategic Asset Allocation
Tactical Asset Allocation
Deriving the Optimal Portfolio

**Understanding Private Wealth Management Business**
Private Wealth Management - An Introduction
Private Wealth Management - Clients
Private Wealth Management - Ultra-HNWIs & Family Offices
Private Wealth Management - Client Investment & Wealth Allocation
Private Wealth Management - Client Acquisition & Relationship Management
Private Wealth Management - Becoming a Trusted Advisor
Private Wealth Management - Behavioral Finance
Private Wealth Management - Compliance Considerations

**Private Wealth Management Products & Services**
Private Wealth Management - Banking & Deposit Services
Private Wealth Management - Credit & Lending Services
Private Wealth Management - Investment Services
Private Wealth Management - Alternative Investments
Private Wealth Management - Financial Planning
Private Wealth Management - Estate Planning

**Exchange-Traded Funds (ETFs)**
Exchange-Traded Funds (ETFs) - An Introduction
Exchange-Traded Funds (ETFs) - Types
Primer – Smart Beta

**Investment Companies (US)**
Mutual Funds (US) - An Introduction
Mutual Funds (US) - Investing
Closed-End Funds & Unit Investment Trusts (US)

**Collective Investment Schemes (UK)**
Collective Investment Schemes (UK)

**Alternative Assets**
Alternative Assets - An Introduction
Structured Products - An Introduction
Structured Products - Major Types
Structured Products - Valuation & Risks
Private Equity (Part I)
Private Equity (Part II)
Liquid Alternatives

**Hedge Funds**
Hedge Funds - An Introduction
Hedge Funds - Investing
Hedge Funds - Strategies

**Real Estate**
Real Estate - An Introduction
Real Estate - Investing
Real Estate - Valuation

**Budgeting & Financial Management**
Budgeting - An Introduction
Preparing & Controlling a Budget
Cash Management
Credit Management
Financial Planning
Working Capital Management
Emerging Markets
Emerging Markets - An Introduction
Emerging Markets - China
Securities Lending
Securities Lending - An Introduction
Securities Lending - Structures, Risks, & Documentation

**Corporate Banking Products (Non-Credit)**
Corporate Banking Products - Cash Management
Corporate Banking Products - Payments
Corporate Banking Products - Risk Management
Scenario - Managing Interest Rate Risk for Corporate Banking
Customers
Corporate Banking Products - Advisory & Other Services

**Bank Lending**
Syndicated Lending
Loan Trading

**Project Finance**
Project Finance - An Introduction
Project Finance - Deal Structuring

**Trade Finance**
Trade Finance - An Introduction
Open Account Trading
Documentary Collections

**Transaction Banking**
Transaction Banking - An Introduction
Transaction Banking - Payments Services
Transaction Banking - Cash Management Services
Transaction Banking - Regulatory Influences

**Corporate Governance**
Corporate Governance - An Introduction
Corporate Social Responsibility (CSR) - An Introduction

**Socially Responsible Investing (SRI)**
Socially Responsible Investing (SRI) - An Introduction
Green Investing - An Introduction

**Global Financial Crisis**
The Financial Crisis

# OTHER COURSES (OPTIONAL)

**Consumer (Retail) Banking**
Consumer Banking - An Introduction
Consumer Banking - Products
Branch Banking
Banking Channel Management
Consumer Banking - Marketing
Consumer Banking - Selling
Consumer Banking - Customer Service
Consumer Payments - An Introduction
Advanced Payment Methods
Card Issuing - An Introduction
Cards & Payments - Merchant Acquiring
Cards - Marketing

**Dodd-Frank Act**
Dodd-Frank Act - New Offices Created
Dodd-Frank Act - Capital Requirements & Prudential Standards
Dodd-Frank Act - The Volcker Rule
Dodd-Frank Act - Registration Requirement for Advisers to Private Investment Funds
Dodd-Frank Act - Credit Rating Agencies
Dodd-Frank Act - Securitization
Dodd-Frank Act - OTC Derivatives

**UK Compliance**
UK Anti-Money Laundering (AML)
UK Conduct Regime
UK Individual Accountability Regime (IAR) - Certified Persons
UK Market Abuse
UK Data Protection
UK Cybercrime
UK Anti-Bribery & Corruption (ABC)

**Data Protection**
Data Protection (Ireland)

**Asset Management**
Intuition has a comprehensive series of tutorials that will equip learners with the practical skills to succeed in the asset management w orld.*

**Finance for Non-Financial Managers**
This course provides a comprehensive overview of all aspects of finance relevant to the management and evaluation of a business enterprise. It is designed in particular for nonfinancial specialists who require a solid grounding in finance to complement their managerial experience.*

*For more information about these courses, please contact your local regional office.

**Professional Skills**

**Awareness**
Diversity
Equality
Dealing with Sexual Harassment
Workplace Bullying
Health & Safety

**The Effective Manager**
Effective Decision Making
Effective Objective Setting**
Effective Delegation
Effective Motivation**
Effective Coaching**
Effective Management of Change**
Effective Team Building**
Effective Team Leadership
Managing Problem Performance
Effective Time Management**
Effective Meetings
Effective Communications

**These tutorials are also available to purchase in Spanish (Colombian/Argentinian), Portuguese (Brazilian), Dutch, and Italian.

**Project Management Fundamentals**
Overview of Project Management
Initiating a Project
Planning Project Scope
Planning Project Activities
Planning Project Costs
Executing a Project
Controlling a Project
Closing a Project

Available on iPad, Android tablets and desktop

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# Quality Management

Thisnewcategoryfocusonqualitymanagementsystems oforganizations,productorserviceisconsistent.Quality managementusesqualityassuranceandcontrolofpro-cessesaswellasproductstoachievemoreconsistent quality.Themainareacoveredinthiscategory:TQM,Six SigmaandBusinessprocess.

# QUALITY MANAGEMENT

## 5 S strategy

Course No:1001

### Overview

5S is workplace management where the work area and workplace are organized and ritualized to minimize the loss of time and the use of movement. Originally part of Lean manufacturing philosophy (also known as the Toyota production System), its principles for eliminating wasted time and unnecessary motion are universally applicable to everyone and every business. This 5s Training Course focusses on the basics of 5s systems and its implementation in banks.

### Contents

- Purpose of 5s
- 5S Program Steps
- The five steps of 5s- Sort, Straighten, Shine, Standardize an sustain.
- 5s implementation in banks

**Targeted Audience**
Managers and staff who are looking at 5s implementation in their respective roles.

**Prerequisites**
None

**Duration**
2 Days

**Methodology**
Lectures, exercises, group discussions and case studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 27/09/2017 \| 28/09/2017 | 17/05/2017 \| 18/05/2017 | 21/03/2017 \| 22/03/2017 | - |

| Al Ain | RAK |
|---|---|
| - | - |

## Business Process Reengineering

Course No:1002

### Overview

This course helps delegates to understand the basics of process design and analysis and how to develop a systematic approach to performance improvement as applied to all aspects of business processes

### Contents

- Understanding the management system
- Designing business processes - process specification and measurement
- Designing business processes - process definition
- Designing business processes: Process visibility, process mapping and management system documentation
- Using process definition to develop value stream maps
- Improving process efficiency
- Process control and regulation

**Targeted Audience**
Managers and staff who are keen to understand the basic aspects of processes to help with the auditing of processes.

**Prerequisites**
None

**Duration**
2 Days

**Methodology**
Lectures, exercises, group discussions and case studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 29/03/2017 \| 30/03/2017 | 28/11/2017 \| 29/11/2017 | 23/08/2017 \| 24/08/2017 | - |

| Al Ain | RAK |
|---|---|
| - | - |

## Lean six sigma

Course No:1003

### Overview

Lean six sigma is widely recognized as one of the most effective quality tools with applications in manufacturing and service sector. While lean methodology focuses on reduction of wastage in a process, six sigma is a structured data driven approach that strives towards greater than 99% efficiency. The combination of these two methods promises to give exceptional results in terms of process improvement, error reduction and hence reduced costs and increased customer satisfaction.
Given this background, the course aims at providing the participants with basic understanding of

### Contents

- What is six sigma
- Road map to six sigma implementations
- Understanding 5s, Lean methodology
- Lean six sigma methodology
- DMAIC model

**Targeted Audience**
Quality professionals, Project Managers, Operation Managers, Project Leaders, Team Leaders, Project Engineers, IT Consultants, HR Managers

**Prerequisites**
Basic understanding and appreciation of need for quality in banking

**Duration**
3 Days

**Methodology**
Case studies and class discussions. Participants will be trained on basic Minitab and its application in six sigma projects.

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 19/03/2017 \| 21/03/2017<br>27/08/2017 \| 29/08/2017 | 26/03/2017 \| 28/03/2017<br>24/09/2017 \| 26/09/2017 | 30/04/2017 \| 02/05/2017<br>19/11/2017 \| 21/11/2017 | - |

| Al Ain | RAK |
|---|---|
| - | - |

## Total Quality Management (TQM)

Course No:1004

### Overview

It involves the understanding of the importance of TQM from human resources, assets and Wealth Management perspective. Therefore, TQM is an absolute necessity if an organization wishes to remain competitive and relevant, especially in today's global competition for customers, market and global economy.

### Contents

- Define key concepts related to TQM
- Identify the benefits of TQM
- Identify the steps of the Total Quality Management TQM process cycle
- Identify the tools used to measure the output of the process cycle
- Identify the various facts of benchmarking
- Involvement, Empowerment, and Commitment by management and all employees
- Meeting customer requirements
- Strive for Reducing development cycle times
- Improvement through team effort
- Reducing product and service costs
- Systems to facilitate improvement
- Line Management ownership
- Recognition and celebration
- challenging quantified goals and benchmarking
- Focus on processes improvement plans.

**Targeted Audience**
All the staff who like to know about TQM

**Prerequisites**
None

**Duration**
3 Days

**Methodology**
Lectures, group discussions, case studies

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 24/04/2017 \| 26/04/2017 | 13/08/2017 \| 15/08/2017 | 26/11/2017 \| 28/11/2017 | - |

| Al Ain | RAK |
|---|---|
| - | - |

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# PROFESSIONAL CERTIFICATE PROGRAM

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# PROFESSIONAL CERTIFICATE PROGRAM

## Certified Credit Management (CCM) in collaboration with Hong Kong Institute for Bankers

### Overview

This program provides the rare opportunity to acquire the knowledge and skills required of today's credit professionals. This program is equipping an employee to take on the responsibilities of credit management and to accelerate the learning process by empowering participants to think broadly, manage globally and compete strategically.

### Contents

- Banking Law
- Fundamentals of Accounting
- Financial Statement Analysis
- Corporate Finance
- Bank Lending 1
- Bank Lending 2
- Credit Risk Management
- International Trade finance

### Targeted Audience

Banking professionals who would like to acquire knowledge in credit management or Employees working in corporate banking, SME & the Retail sectors.

| Prerequisites | Duration | Methodology | Investment |
|---|---|---|---|
| Recommended to have 2 years of banking experience. | 100 hours, thrice a week (Monday / Tuesday / Wednesday) from 6-9 pm | Illustrations, practice sessions and presentations | Dhs: 7500/- |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 20 Oct | 27 Feb | 20 Feb | - |

| Al Ain | RAK |
|---|---|
| - | - |

## Certified Banking Operation (CBO) in collaboration with Hong Kong Institute for Bankers

### Overview

This program acquaints participants with an in-depth understanding of various knowledge areas that are required for banking professionals such as the knowledge of diverse banking products, operational aspects, various technology and regulatory requirements. This customized international course will create fast track opportunities for an accelerated career in banking.

### Contents

- Banking Law in UAE
- Banking theory & practice
- Retail and Corporate Banking
- Risk Management
- Treasury and banking Operations
- Business Ethics and Internal Control
- Basic Trade finance
- Operations risk & Quality

### Targeted Audience

Banking professionals who would like to acquire additional skills in banking operations.

| Prerequisites | Duration | Methodology | Investment |
|---|---|---|---|
| None | 100 hours, thrice a week (Monday / Tuesday / Wednesday) from 6-9 pm | Illustrations, practice sessions and presentations | Dhs: 7500/- |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 27 Feb | 6 March | 20 Oct | - |

| Al Ain | RAK |
|---|---|
| - | - |

For registration & details: 00971 6 5987103 (or) training@eibfs.com

## Certified Documentary Credit Specialist (CDCS) In collaboration with IFS school of finance

### Overview

It is a professional certification that enables documentary credit practitioners to demonstrate specialist knowledge and application of skills required for competent practice.

### Contents

- Documentary credit – an overview
- The sales agreement
- Documentary credits – types and uses
- Parties to documentary credit transactions – roles and
- responsibilities
- Issuance and amendments
- Transport Documents
- Other documents
- Presentation, examination and settlement
- Bank to bank reimbursements under documentary credits
- Related products
- Risk issues

### Targeted Audience

People working in trade finance, import / export financing, pre & post shipment financing, international trade financing and working on other documentary credits

| Prerequisites | Duration | Methodology | Investment |
|---|---|---|---|
| Recommended to have three years documentary credit or related experience | 50 hours twice a week from 5:30 – 9:00 pm | Illustrations, practice sessions and presentations | Dhs: 4000/- |

| Sharjah | Abu Dhabi | Dubai | Fujairah |
|---|---|---|---|
| 15 Feb | 12 Feb | 14 Aug | - |

| Al Ain | RAK |
|---|---|
| - | - |

## Chartered Institute for Securities & Investment Qualifications (CISI)

### Overview

The Chartered Institute for Securities & Investment (CISI) is the largest and most widely respected professional body for those who work in the securities and investment industry in the UK and in a growing number of financial centers globally. By providing 8 professional qualifications, it will ensure that practitioners in the financial services industry attain the competence they need

### Contents

- International Introduction to securities and investment (40 Hours)
- UAE Financial Regulations (30 Hours)
- Global Securities (60 Hours)
- Operational Risk in Financial Services (30 Hours)
- Risk in financial Services
- International Certificate in Wealth and Investment
- Management (60 Hours)
- Fundamentals of Financial Services ( 50 hrs)
- Islamic Finance Qualification (IFQ) (40 Hours)

### Targeted Audience

Banking professionals who would like to acquire additional skills in banking operations.

| Prerequisites | Duration | Methodology | Investment |
|---|---|---|---|
| None | Based on Qualifcation | Illustrations, practice sessions and presentations | Dhs: 3000-6000/- based on qualification |

# PROFESSIONAL CERTIFICATE PROGRAM

## Chartered Financial Analyst (CFA) – Level 1

### Overview

The CFA Program is a globally recognized, graduate level curriculum that provides a strong foundation of real-world investment analysis and portfolio management skills along with the practical knowledge you need in today's investment industry. It also emphasizes the highest ethical and professional standards.

### Contents

- Ethics and Professional Standards
- Quantitative Methods
- Economics
- Financial Reporting & Analysis
- Portfolio Management
- Equity Investments
- Fixed Income
- Derivatives
- Alternative Investments
- Corporate Finance

### Targeted Audience

Students entering the investment field or professionals Increasing their expertise & marketability or people making a career change into Investment.

| Prerequisites | Duration | Methodology | Investment |
|---|---|---|---|
| None | 100 hours | Illustrations, practice sessions and presentations | Dhs: 8500/- |

| Abu Dhabi | Dubai |
|---|---|
| Jan 2017<br>Aug 2017 | Jan 2017<br>August 2017 |

## Certified in Credit Risk Management (CCRM) In collaboration with Moody's Analytics

### Overview

Credit risk is the main area in the banking activity. The main focus of this certification program is to develop the abilities of bankers to assess credit risk of the various types of their customers using Moody's Analytics rating models

### Contents

- Understand the nature of risks faced by bank.
- Credit risk and credit risk indicators.
- Credit risk rating model.
- Assessing the credit risk exposure of different types of customers.
- Basel accords and credit risk.

### Targeted Audience

Credit department staff who, already have at least two years of experience in the credit department in banks working with different types of customers.

| Prerequisites | Duration | Methodology | Investment |
|---|---|---|---|
| Good understanding of lending, accounting and financial statements analysis .A pre-assessment will be made to ensure that candidates have the proper background to cope with the program. | 90 hours | Interactive program based on extensive use of hands-on practical cases, class work, take home assignments , site visits, guest speakers, progress assessment and final exam. | Dhs 15000 |

For registration & details: 00971 6 5987103 (or) training@eibfs.com

## Certificate in Islamic Banking and Finance (CIBF) In collaboration with the IBFIM, Malaysia

### Overview

It is a professional certification that enables documentary credit practitioners to demonstrate specialist knowledge and application of skills required for competent practice.

### Contents

- Philosophy and fundamentals of Islamic banking and finance
- Application of shari'ah in Islamic finance
- Business ethics and Islamic finance regulatory framework
- Fund management and deposit products in Islamic banks
- Islamic consumer financing
- Islamic corporate/business and trade financing
- Financial accounting and reporting for Islamic banks
- Islamic financial markets and takaful operations

### Targeted Audience

Professionals working in the banking & financial sector / Islamic finance industry / Anyone wishing to enter the Islamic financial services sector

| Prerequisites | Duration | Methodology | Investment |
|---|---|---|---|
| One year's experience in the financial industry or should have graduated or obtained a diploma from EIBFS | 100 hours, three times a week (Monday/Tuesday/ Wednesday), 6-9pm | Interactive program based on lectures, extensive use of case studies, class work, exercises, progress assessment, final exam | The total program fee is AED 8000. It includes all study materials including specialized books, exam fees and certificate. |

## Certified Anti-Money Laundering Specialist (CAMS) In collaboration with Association of Certified Anti Money Laundering Specialist (ACAMS)

### Overview

In 2001, ACAMS set out with the mission to establish an international standard for testing the knowledge of those entrusted with the detection and prevention of money laundering. Since its inception, CAMS has become the gold standard in AML certifications and the preparation process strengthens core capacity to combat financial crime and protect the institutions from AML.

### Contents

Risks and Methods of Money Laundering and Terrorism Financing
Money Laundering and Terrorism Financing Methods Recognition of Risks
Compliance Standards for Anti-Money Laundering (AML) and Combating the Financing of Terrorism (CFT)
International
Regional
AML Compliance Program
AML / CFT Compliance Program Design in Different Industry Settings
Maintenance of an Effective AML / CFT Compliance Program

Conducting or Supporting the Investigation Process
SAR and STR Filing
Assistance of Institutional Investigations
Assistance of Legal and Government Inquiries Domestically and Internationally

### Targeted Audience

Anti-Money Laundering Officers, Compliance Officers, Government Regulators, Enforcement/Intelligence Agents, Internal & External Auditors, Intelligence Officers, Risk Management Specialists, Attorneys and Certified Public Accountants, Investment Advisors, Real Estate Compliance Specialists and Consultants

| Prerequisites | Duration | Methodology | Investment |
|---|---|---|---|
| None | 12 Hrs Training + One-day Online Seminar with CAMS | - | AED 7000 |

| Sharjah | Abu Dhabi | Dubai |
|---|---|---|
| 11 April<br>10 Oct | 14 March<br>18 Sept | 8 Feb<br>14 Aug |

# PROFESSIONAL CERTIFICATE PROGRAM

## The ACI Dealing Certificate from ACI Financial Market Association, France

### Overview

The ACI Dealing Certificate is a foundation programme that will make the candidates familiar with the working of forex and money markets and give them an understanding of Treasury operations. They will also learn about the derivative markets. The market code instills in them the need for ethical operations. This course will enable the candidates to fully prepare for the ACI Dealing certificate exam.

### Contents

- Basic Interest Rate Calculations
- Money Markets
- Foreign Exchange markets
- Forwards, FRAs, Futures, Swaps
- Options
- Asset and Liability Management
- Risk Management
- Model Code

### Targeted Audience

Recent entrants and junior dealers (0-18 month's experience) in the dealing room; Middle office and operations personnel; Compliance and risk officers

| Prerequisites | Duration | Methodology | Investment |
|---|---|---|---|
| None | 50 hours : 10 days 5 hours per day or 3 hours and 17 days | - | AED 8500/- including exam fee |

## Financial Risk Manager from GARP, USA (global Association of Risk Professionals)

### Overview

The Financial Risk Manager (FRM®) certification is the globally recognized benchmark and professional designation for financial Risk Managers. If you are in financial risk management, or considering a career in it, then earning the FRM designation is the natural next step.

FRM has two level and to achieve the title the participants should complete both levels.

### Contents

**FRM Level 1**

Foundations of Risk Management
Quantitative Analysis
Financial Markets and Products
Valuation and Risk Models

100 Multiple Choice Questions

**FRM Level 1**

Market Risk Measurement and Management
Credit Risk Measurement and Management
Operational and Integrated Risk Management
Risk Management and Investment Management
Current Issues in Financial Markets

80 Multiple Choice Questions

### Targeted Audience

Anyone interested to get the title of FRM specially Risk Officers, Portfolio Managers, Senior Risk Analyst, Head of Operations, Investment Bankers

### Investment

AED : 1500 for online course

Mock exam is yet to be confirmed but in every topic of the syllabus will have practice questions / question bank. For examination participants has to register with GARP directly.

### Prerequisites

Good understanding of lending, accounting and financial statements analysis .A pre-assessment will be made to ensure that candidates have the proper background to cope with the program.

### Duration

Online class: 150 hrs per level
Candidates are not formally required to acquire the readings listed in the FRM Study Guide, but GARP strongly recommend it. Candidates can buy the FRM Part I and FRM Part II books directly from GARP.

For registration & details: 00971 6 5987103 (or) training@eibfs.com

## Advanced Financial Crimes Investigations Certification from ACAMS, USA

### Overview

The ACAMS Advanced Financial Crimes Investigations Certification (CAMS-FCI) provides those who have already earned the CAMS Certification with focused education and training which hones essential investigation skills and the ability to effectively

### Contents

- Law of economic Crime
- Payment system
- Anti Money Laundering
- Fraud Prevention and detection
- Economic Crime Investigation

| Duration | Investment | Targeted Audience |
|---|---|---|
| 20 Hours Training | 7000 AED | Candidates wishing to apply for the CAMS-FCI designation must maintain an active CAMS designation and submit documentation supporting they have met the required 20 qualifying credits based on a combination of:<br><br>Professional Experience – 10 of the 20 credits must come from professional experience. Experience is limited to within the last 5 years.<br><br>Training – Candidates receive 1 credit per 3 hours of training. Limit to 10 credits per 2 years.<br><br>Certification – Limit to 1 active certification. Certification qualifies for 3 credits. |

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Academic Programs

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# ACADEMIC PROGRAMS

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# BSC IN BANKING & FINANCE (BSBF)

in collaboration with Bangor University

## Overview

The Bachelor of Science (BSc) in Banking & Finance introduces students to the fundamentals of Banking and Finance and provides them with the skills necessary for a broad understanding of the theoretical and practical aspects of the banking and finance sectors within a global economy characterized by continuous development, innovation, competition and change and gaining greater insight of their growing role in the economy.

## Mission

To offer a high quality specialized learning involving students in a continuous process of learning that helps them to develop, grow and establish a wellgrounded career in the banking and finance sector, with the help and support of well qualified faculty members, who are capable of balancing and integrating theory and practice in the best educational environment conductive to learning.

# BSC IN BANKING & FINANCE (BSBF)

Accounting Specialization

## Overview

The Bachelor of Science in Banking and Finance, with Accounting Specialization prepares students for success in various accounting careers in corporate accounting, public accounting, governmental accounting, & not-for-profit accounting. Students gain the theoretical knowledge, practical skills, and research skills needed to address complex accounting issues

## Mission

To enable provision of professional specialized services in handling and interpreting accounting and financial systems; in managing operations related to financial companies and markets; and in management accounting.

## Admission Requirement ( for both Bsc)

Applications are welcomed from bank and non-bank employees meeting the following criteria:

EIBFS student may get credit transfer of common subjects provided their subject grade is 70%

The applicant should hold a High School Certificate, or its equivalent, with minimum score of 60%

The applicant must have a valid English language TOEFL score of 173 (CBT) or 61 (iBT) or academic IELTS Academic 5.0 overall or another standardized, internationally recognized test that is approved by the

Commission for Academic Accreditation (CAA)

## Documents Requirement

Attested Copy of High School Certificate; with a minimum score of 60%

Attested copy of IELTS or TOFEL score

Photocopy of a valid passport / UAE ID card / Emirates ID

4 Passport Size Photos

## Timing & Duration

This program runs five days per week, Sunday to Thursday Morning and evening session. Eight (8) theoretical semesters (16 weeks each), and three (3) summer terms (8 weeks), which involves presenting the project report of supervised internship.

## Fees

Registration Fee AED 500 (non-refundable)

Members AED 95,000

Non-Members (UAE & GCC nationals) AED 95,000

Non-Members (Arabs/other nationals) AED 114,000

# BANKING DIPLOMA

## Overview

The Banking Diploma Program is an internationally recognized program accredited by the Ministry of Higher Education & Scientific Research - UAE under degree no. (228) 2014

## Mission

The Banking Diploma Program's mission is dedicated to providing high quality banking education of international standards in a learning environment that promotes academic and personal excellence. It provides an opportunity for continuing professional education that enables career progression for those already working in banking and finance industry.

## Admission Requirement ( for both Bsc)

Applications are welcomed from bank and non-bank employees meeting the criteria listed below

Admission is granted according to the general policy of the institute and directives of the Board of Directors

The applicant should hold a High School Certificate with minimum score of 60%.

The applicant must have valid TOEFL Score of 500 (173 CBT, 61 iBT), 5.0 IELTS, or another standardized, internationally recognized test that is approved by the Commission for Academic Accreditation (CAA)

The Institute also offers a foundation program for applicants whose English Language Skills do not meet the above mentioned requirements. Applicants who score below 5.0 in IELTS or equivalent will be required to enroll in this foundation program and will be allowed to take partial classes of the Diploma program

The applicant must pass a personal interview at the institute

## Documents Requirement

An attested copy of UAE High School qualification or its equivalent

Original school/college / university transcripts

A certified copy of IELTS or TOEFL score

A photocopy of a valid passport / UAE ID Card

Five recent personal photographs (passport size)

## Timing & Duration

The program runs five days per week, Sunday to Thursday-Morning and Evening sessions.
The program runs for four theoretical semesters (16 weeks each), and a summer term (8 weeks), which involves field training and field project (Internship)

## Fees

Bankers (UAE Nationals) AED 21,600

Bankers (Non UAE Nationals) AED 32,400

Private (UAE and GCC Nationals) AED 32,400

Private (Arabs and other Nationals) AED 36,000

# HIGHER BANKING DIPLOMA

## Overview

The Higher Banking Diploma Program is a valuable designation development with specialized knowledge, which constantly around the challenges of the financial service industry. It is a specialization which complements the career aspirations of employees and students graduating fresh from high school as it offers a choice of certificate of Achievement and Higher Banking Diploma.

## Mission

The HBD Program's mission is dedicated to developing specialized knowledge within the context of the financial industry, in addition to demonstrating industry professionalism that is nationality and internationality recognized, and signifying that EIBFS students are competent, confident and informed professionals in the financial services industry.

## Admission Requirement ( for both Bsc)

Applications are welcomed from bank and non-bank employees meeting the criteria listed below

Admission is granted according to the general policy of the Institute and the directives of the Board of Directors.

The applicant should hold a High School Certificate with minimum score of 60%.

Applicants with no experience / less than 6 months experience or any other diploma program irrelevant to the banking industry must take the "Challenge Exam" testing English, Mathematics and General Business Knowledge to be considered for admission.

The applicant must have valid TOEFL Score of 500 (173 CBT, 61 iBT), 5.0 IELTS, or another standardized, internationally recognized test that is approved by the Commission for Academic Accreditation (CAA).

The applicant must pass a personal interview at the institute.

## Documents Requirement

An attested copy of UAE High School qualification or its equivalent

Original school/college / university transcripts

A certified copy of IELTS or TOEFL score

A photocopy of a valid passport / UAE ID Card

Five recent personal photographs (passport size)

## Timing & Duration

The program runs five days per week, Sunday to Thursday-Morning and Evening sessions.
The program runs for five theoretical semesters (16 weeks each), and 2 summer terms (8 weeks), which involves presenting the "Integrative Project".

## Fees

Bankers (UAE Nationals) AED 36,000

Bankers (Arabs and other Nationals AED 54,000

Private (UAE and GCC Nationals) AED 54,000

Private (Arabs and other Nationals) AED 60,000

# ISLAMIC BANKING DIPLOMA

## Overview

The Islamic Banking Diploma Program introduced in 2003 is accredited by the Ministry of Higher Education & Scientific Research, UAE. The program, first of its kind in the region was started to disseminate knowledge and information about Islamic banking and finance and produce skilled graduates who will successfully manage and run the various Islamic banking operations, and project its viability, practicability, and relevance in a world moving towards global economy.

## Mission

The IBD Program's mission is dedicated to provide quality Islamic banking education in a learning environment that promotes academic and personal excellence in students, as well as appreciates of intellectual and ethical values that accentuate Islamic Shariah laws.

## Admission Requirement ( for both Bsc)

Applications are welcomed from bank and non-bank employees meeting the criteria listed below

Admission is granted according to the general policy of the Institute and the directives of the Board of Directors.

Preference is given to UAE Nationals, however those from other GCC and Arab countries are also welcome to apply.

The applicant should hold a high school certificate with minimum score of 60%.

The applicant must achieve a minimum score of 5.0 in IELTS Test or its equivalent of an internationally recognized standardized test (such as TOEFL with a minimum score of 500 or TOIC), as approved by CAA.

The Institute also offers a foundation program for applicants whose

English Language Skills do not meet the above mentioned requirements. Applicants who score below 5.0 in IELTS or equivalent will be required to enrol in this foundation program and will be allowed to take partial classes of the Diploma Program.

The applicant must pass a personal interview at the Institute.

## Documents Requirement

An attested copy of UAE High School qualification or its equivalent

Original school/college / university transcripts

A certified copy of IELTS or TOEFL score

A photocopy of a valid passport / UAE ID Card

Five recent personal photographs (passport size)

## Timing & Duration

The program runs five days per week, Sunday to Thursday-Morning and Evening sessions.
The program runs for four theoretical semesters (16 weeks each), and a summer term (8 weeks), which involves field training and field project (Internship)

## Fees

Bankers (UAE Nationals) AED 21,600

Bankers (Non UAE Nationals) AED 32,400

Private (UAE and GCC Nationals) AED 32,400

Private (Arabs and other Nationals) AED 36,000

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# LEADERSHIP DEVELOPMENT PROGRAMS

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# LEADERSHIP DEVELOPMENT PROGRAM

Darden School of Business, University of Virginia

## Overview

This program is designed for outstanding managers with experience leading organizational entities or major project teams who are identified as having potential to be strategic leaders of their enterprise.

## Objectives

This program is designed for outstanding managers with experience leading organizational entities or major project teams who are Applications are welcomed from bank and non-bank employees meeting the following criteria:

- Increased effectiveness as a result of examining personal leadership practices through -360degree feedback and coaching.
- Broadened business perspective and improved decision making as a result of a more comprehensive understanding of the total enterprise.
- Improved capability to think and act more strategically and to establish personal and organizational goals consistent with corporate strategy.

## Content

The program will run in the following modules

- Leadership Development
- Business Acumen and Enterprise
- Strategic Management
- Financial Management

## Targeted Audience

- Outstanding managers with experience leading organizational entities

## Prerequisites

None

## Duration

2 weeks (May 2017)

## Methodology

Practical application, simulations & leadership practical inventory

## Venue

Darden Business School, USA

## Program Investment

AED 82,000 inclusive of full residential board at the Darden School of Business
(Participants are required to make their own travel arrangements to Washington D.C. and then to the Darden School of Business, Charlottesville, Virginia.)

# MANAGING STRATEGICALLY, LEADING FOR RESULTS

Harvard Business School Executive Education, in Association with IBS Kuwait

## Overview

Competing today in turbulent and rapidly changing environments, managers and employees alike look to the top of their organizations for two things: a clear strategy and effective leadership. Business success depends on both. For this reason the Harvard Business School is offering a six-day residential executive education program for leaders in the banking and finance sector in the GCC countries.

## Objectives

Applications are welcomed from bank and non-bank employees meeting the following criteria:

Increase the capacity of executives in the GCC financial services sectors to anticipate and to respond quickly and effectively to strategic challenges in their business environment

Strengthen and develop the key leadership skills required to achieve organizational alignment, drive change, and establish productive working relationships with others

Provide an opportunity to learn about the latest in management thinking and best practices of some of the world's most admired companies

## Content

The program focuses on two primary themes: strategy and leadership

## Strategy

To equip participants with concepts and tools for thinking strategically and assessing the markets.

To examine the five forces model, differentiation and low-cost strategies, value curves, and the development of strategy over time.

Critical role of leadership and management in formulating and implementing strategy

## Leadership

Strategy execution formal structure, critical tasks, people, and culture Leaders - functions and personal qualities required

Approaches for developing and communicating organizational vision

Explore the advantages and disadvantages of different communication and influence strategies in different relationships

## Targeted Audience

Upper middle executives of levels such as department heads

## Prerequisites

None

## Methodology

Case studies, lectures, discussion groups and interactive exercises

## Duration

Jan 28 - Feb 6

## Venue

Darden Business School, USA

## Program Investment

KD 4,850 inclusive & hotel facilities in Al Bustan palace Hotel - Muscat, Sultanate of Oman

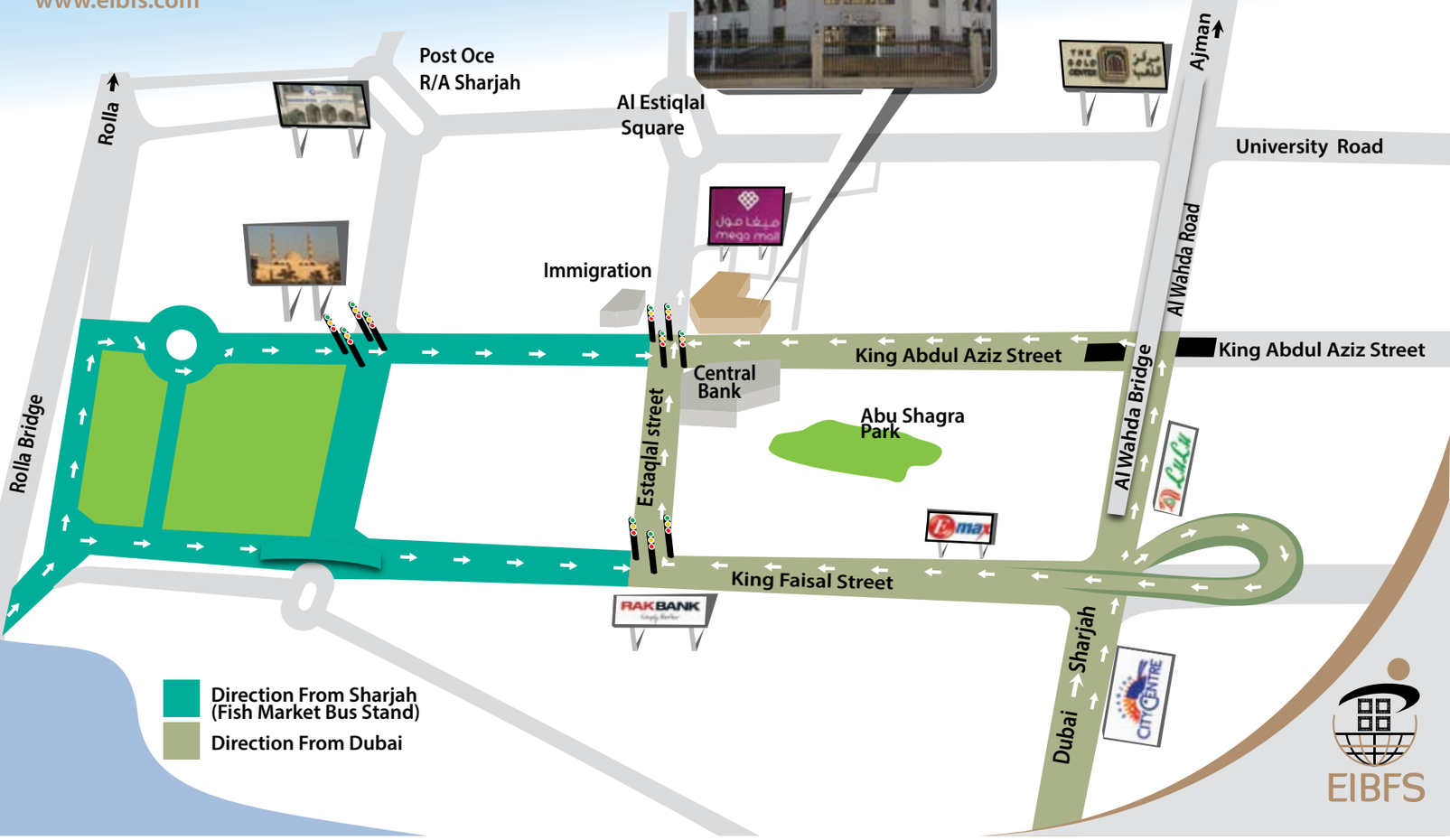
# معهد الإمارات للدراسات المصرفية والمالية

## Emirates Institute for Banking and Financial Studies

### Sharjah Campus

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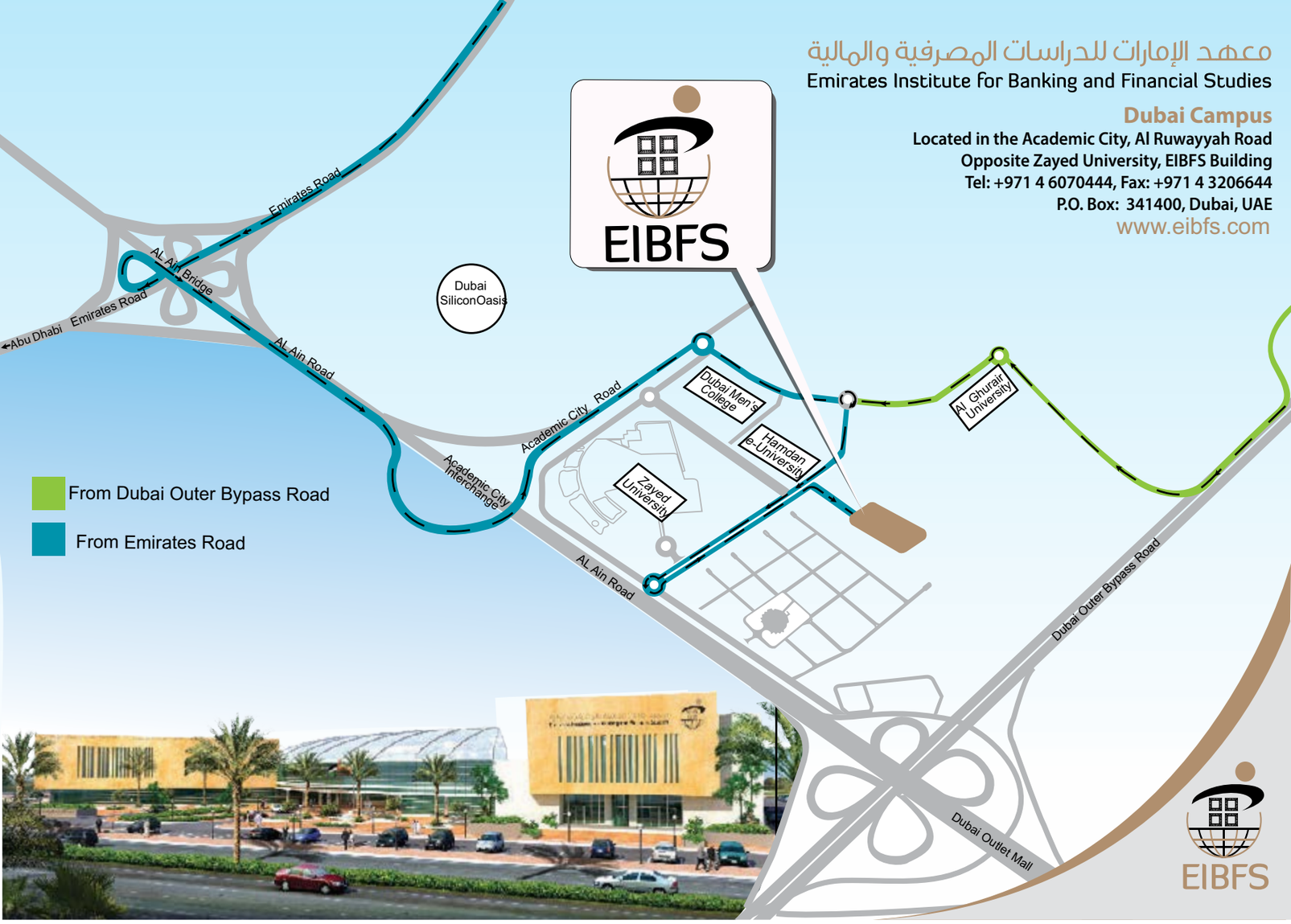
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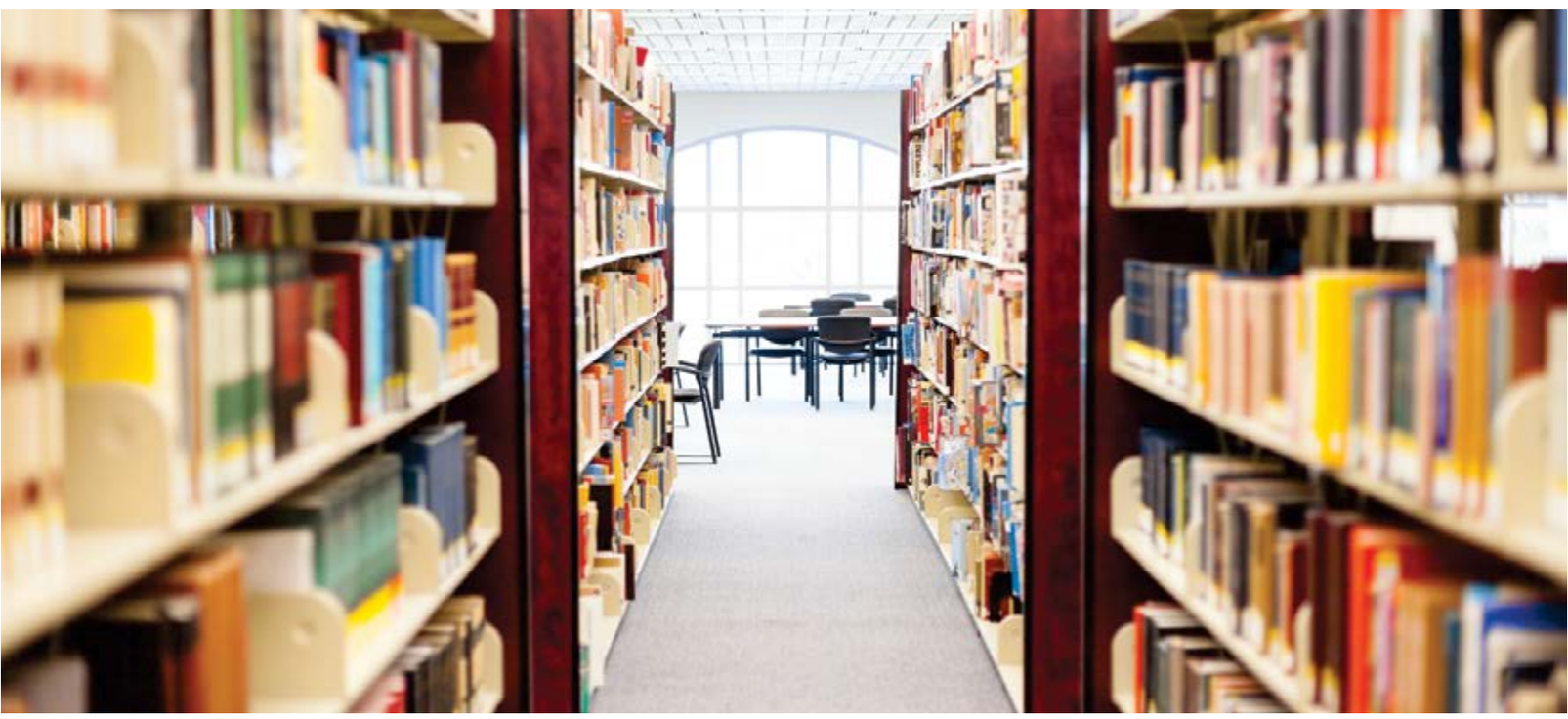


معهد الإمارات للدراسات المصرفية والمالية

Emirates Institute for Banking and Financial Studies

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**P.O. Box: 341400, Dubai, UAE**
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## The Library

EIBFS library provides its services to the students of the Institute, the Academic Staff, and the employees of the Banking Sector in the state, and the participants in the Institute's training programs within an organizing frame decided upon by the Library.

### Library Services:

EIBFS Library in all its (3) campuses provides members the below mentioned services.

Books & Periodicals with a collection of about 22,000 books in the 3 campuses and more than 350 audio visual collection.

### Library opening hours

The Library opening hours are: Sunday to Thursday 8:00am to 9:00pm

For membership please contact library@eibfs.com or 04 6070413, 06 5987109, 02 4464666



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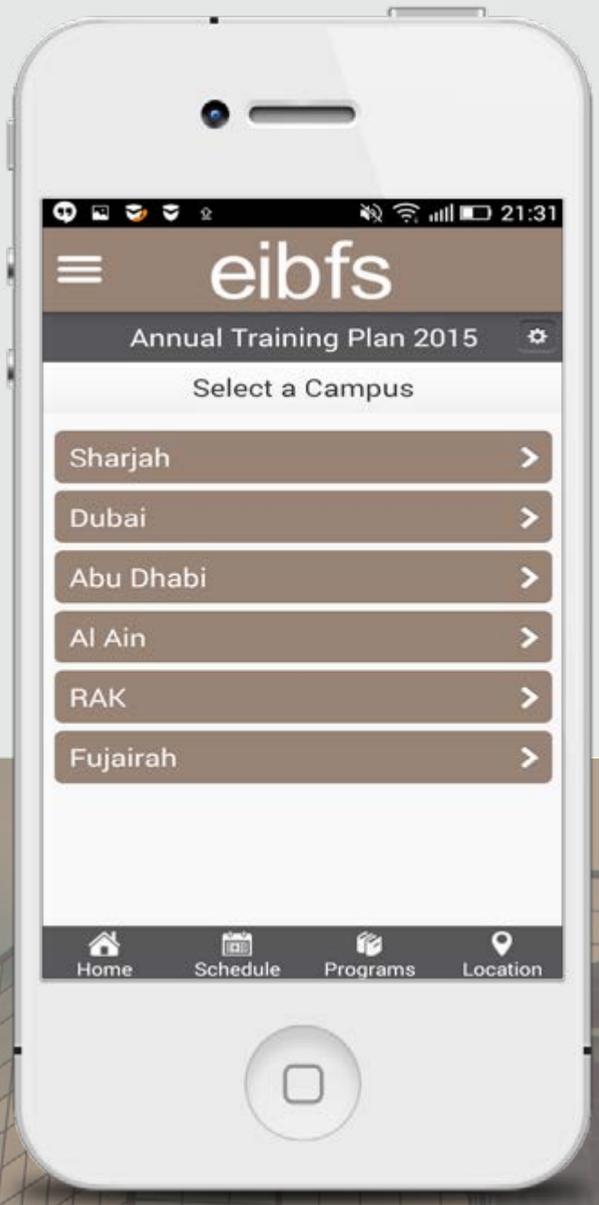
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# Story Continues


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